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From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS FORCE DEPLOYMENT PLANNING AND EXECUTION PROCESS MANUAL, (SHORT TITLE: FDP&E MANUAL)

Ref: (a) CJCSM 3122.01, "Joint Operation Planning and Execution System (JOPES) Volume I, (Planning Policies and Procedures), July 14, 2000
(b) CJCSM 3122.02C, "Joint Operation Planning and Execution System (JOPES) Volume III (Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution), March 22, 2004
(c) Joint Publication 3-35, "Joint Deployment and Redeployment Operations" September 7, 1999
(d) MCO P3000.19
(e) Joint Strategic Capabilities Plan (JSCP)
(f) Title 10, U.S.C
(g) DOD Reorganization Act of 1947
(h) Goldwater-Nichols DOD Reorganization Act of 1986
(j) Unified Command Plan
(j) Joint Publication 0-2, "Unified Action Armed Forces (UNAAF)", July 10, 2001
(k) CJCSM 3122.03A, "Joint Operation Planning and Execution System Volume II, Planning Formats and Guidance," December 31, 1999
(l) CJCSM 3150.16A, "Joint Operation Planning and Execution System Reporting Structure (JOPESREP)" September 29, 2000
(m) Forces For Unified Combatant Commands Memorandum
(n) CJCSI 3141.01B, "Responsibilities for the Management and Review of Operation Plans," September 10, 2004

(o) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms" April 12, 2001
(p) Joint Publication 1-03, "Joint Reporting Structure (JPS) General Instructions" January 10, 1994
(q) MCO P4400.150E
(r) MCO P4400.151B
(s) MCWP 4-12, "Operational Level Logistics," January 30, 2002
(t) MCO P4400.39H
(u) UM-4400-185, "War Reserve System Users Manual"
(v) MCO 8010.1E
(w) MCO 5320.12E
(x) MCO 1001.60
(y) Contingency Planning Guidance
(z) MCO 3000.18

Encl: (1) Marine Corps Force Deployment Planning and Execution Manual

1. Purpose. Per the references, this Directive establishes processes, procedures, and standards for developing and executing plans for the deployment of Marine Corps forces. This Directive assigns responsibilities and taskings to Headquarters U.S. Marine Corps, Commanders of Marine Forces, Commanders Marine Corps Bases Atlantic/Pacific, and other Marine Corps commands and agencies.

2. Information. This Manual provides guidance and direction to Marines involved in the force deployment planning and execution process. It is published in order to establish Marine Corps operational procedures that support joint procedures outlined in references (a) through (c), as well as Marine Corps related deployments, redeployments, and rotations.

3. Scope. Commanders shall develop and execute plans for the deployment of Marine Corps forces in compliance with this Manual.

a. Marine Corps commands/agencies are encouraged to submit changes to the CMC (PLN). This Manual shall be reviewed/revised upon republishing of references (a) through (e).

b. This Manual is available for download from the D/C PP&O (PLN) website at http://hqinet001.hqmc.usmc.mil/pp&o/

4. Command. This Manual is applicable to the Marine Corps Total Force.

5. Certification. This Manual is reviewed and approved this date.

J. C. HULY
Deputy Commandant
Plans, Policies, and
Operations

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LOCATOR SHEET

Subj: MARINE CORPS FORCE DEPLOYMENT PLANNING AND EXECUTION PROCESS MANUAL, (SHORT TITLE: FDP&E MANUAL)

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NAVMC 3000.18, MARINE CORPS FDP&E PROCESS MANUAL

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

NAVMC 3000.18, MARINE CORPS FDP&E PROCESS MANUAL

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CHAPTER 1

INTRODUCTION

1000. PURPOSE, OBJECTIVE, DEFINITION

1. The purpose of this Manual is to provide all personnel involved in the Force Deployment Planning and Execution (FDP&E) process with the essential information and guidance necessary to carry out deliberate, crisis action, operational, and exercise planning within the Marine Corps and joint community. This Manual refines, amplifies and augments the general procedures prescribed in various Marine Corps and joint publications. It provides information on the FDP&E tasks to be performed by commanders, staff officers and personnel from the Headquarters Marine Corps level to the battalion/squadron/separate company level. It also provides guidance and information for Marine Corps Logistics Command (MARCORLOGCOM) and Marine Corps bases and stations. While Marine Corps forces are normally deployed and employed as MAGTFs, the use of that term in this publication includes other non-MAGTF units performing FDP&E tasks.

2. The objectives of this Manual are to:

a. Serve as the authoritative reference document that identifies command and staff responsibilities throughout the FDP&E process.

b. Present an overview of the FDP&E process with an emphasis on deliberate and crisis action planning and deployment processes.

c. Identify key reference documents.

d. Augment and amplify instructions and guidance in various instructions related to the preparation of Time-Phased Force and Deployment Data (TPFDD).

e. Provide information, guidance, and procedures for operational use of the Global Command and Control System (GCCS), and its related applications, within the Marine Corps.

3. The definition of FDP&E is the USMC command and control process to source and deploy Marine Corps forces for employment in support of combatant command or service requirements. It encompasses all of those supporting functions required to deploy Marine Corps forces.

1001. CATEGORIES OF PLANNING

1. Joint operation planning is a coordinated process used by joint force commanders to determine the best method of accomplishing the mission. In peacetime, the deliberate planning process is used to support contingency planning. In crisis situations, it is called crisis action planning. Execution of a contingency plan is accomplished using crisis action procedures. Joint planning is conducted under the policies and procedures established for the Joint Operations Planning and Execution System (JOPES) and its supporting automated data processing (ADP) [or information technology (IT)] systems.

2. The particular procedures used by Marine Corps planners in support of the joint planning effort, depend largely on the time available to accomplish them. When time is not a critical factor, as during the normal contingency planning cycle, deliberate planning processes are used. When time available is short and the result is expected to be an actual deployment and/or employment of forces, crisis action procedures are used. Overall, the processes for both deliberate and crisis action planning are similar, as characterized below.

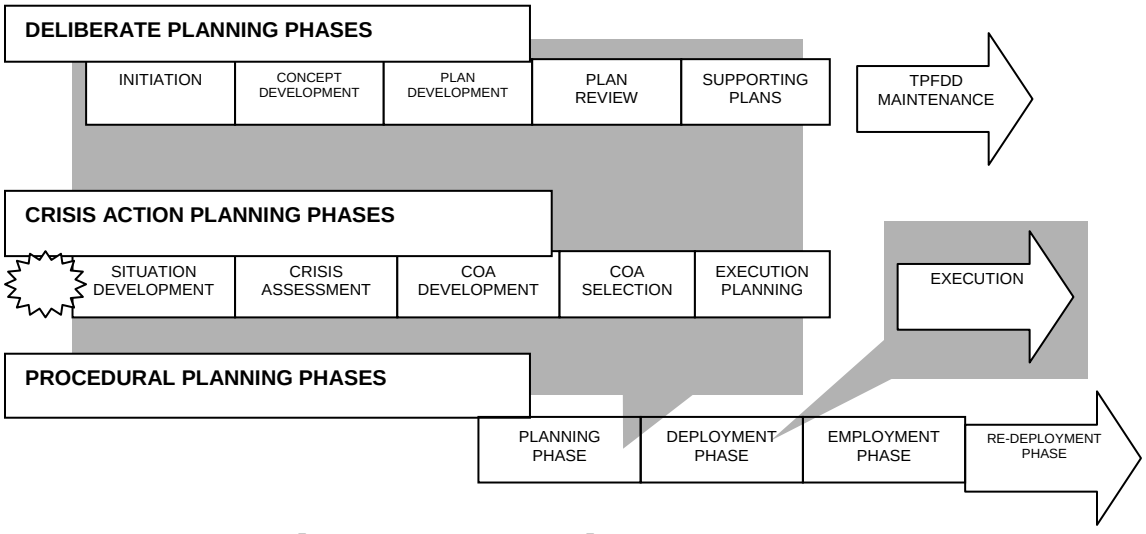


Figure 1-1. Relationship of planning and execution phases.

3. Joint planning is also categorized in terms of resources, the level of command and area of responsibility, and/or special areas of interest.

a. Resources Planning

(1) Requirements planning is based on the planner's task to identify all required forces and support to accomplish the mission. The command responsible for developing the plan analyzes an expected or actual enemy threat, then identifies the forces and support required to meet and defeat that threat.

(2) Capabilities planning is accomplished based on the forces and support currently available. The command responsible for developing the plan plans for the efficient use of existing forces, in a constrained environment, to meet and defeat a current or projected threat.

(3) Program planning measures future requirements against current capabilities. In addition, it helps determine resource allocation decisions for the future force requirements through the interface of the Joint Strategic Planning System (JSPS) with the Planning Programming Budgeting and Execution system (PPBE).

b. Level of Command and Area of Responsibility

(1) Regional planning is the responsibility of unified or subordinate unified commanders and their staffs. The Chairman of the Joint Chiefs of Staff (CJCS) directs the unified commanders to develop regional contingency plans based on a current national perspective of geopolitical situations in designated regions. For regional plans, forces may be apportioned to support more than one unified command. Forces receive a tasking for each plan to which they are apportioned in the Joint Strategic Capabilities Plan (JSCP), reference (f). In addition, unified commanders may develop regional plans that are not directed by the CJCS, but are deemed essential in response to potential areas of concern within their respective areas of responsibility. In this latter case, forces required for planning and execution must be coordinated through the Joint Staff for forces not already apportioned to the unified commander.

(2) Functional planning is conducted by the functional staff of a joint command. Each component staff concentrates on the planning in its assigned area, i.e. air component forces, land component forces, naval component forces, special operations forces, etc. A service command

that is assigned as a functional component of a unified command/joint task force is responsible for functional area planning as well as service unique planning.

(3) Service planning focuses on service unique planning issues and is conducted by designated service commands or components within a unified commander's operational chain of command, i.e., Commander, U.S. Marine Corps Forces Pacific (COMMARFORPAC), as the service component commander to Commander U.S. Pacific Command (COMUSPACOM), carries out service specific planning responsibilities in support of all COMUSPACOM regional plans to which COMMARFORPAC forces are apportioned or allocated. These responsibilities include force and sustainment sourcing and force deployment support. When Marine forces are apportioned or allocated to a unified commander's plan, a Marine Expeditionary Force (MEF) may be tasked to accomplish all functional planning responsibilities for those forces, including augmenting or attached forces. This MEF is called the principal planning agent when so designated.

(4) Special area planning refers to detailed planning in a particular area within the overall deliberate planning effort. Examples are mobilization planning, deployment planning, employment planning, logistics planning, and sustainment planning. Staff planners at unified, subordinate unified, component, and service headquarters levels may establish teams to address these specific planning issues.

1002. ORGANIZATION FOR NATIONAL SECURITY

1. A working knowledge of the elements of the national security structure is essential to understanding the role of each national and joint staff organization. As directed in the Constitution, the President has ultimate authority and responsibility for national defense. The appointees and organizations described in the following paragraphs aid the President in the conduct of this specific obligation. The Marine Corps role in national defense is articulated in U.S. Code Title 10, reference (g), Section 5063.

2. The President and Secretary of Defense (SecDef). The President and/or the SecDef, or their duly deputized alternates or successors, are, by law, the only officials

in the chain of command that have the authority to direct the movement of forces and execution of military action.

3. National Security Council (NSC)

a. The Assistant to the President for National Security Affairs (the National Security Advisor) is responsible for the day-to-day functions of the NSC. The NSC presents its national security policy recommendations to the President for consideration and approval.

b. The NSC has only four statutory members – the President, Vice President, Secretary of State, and SecDef.

c. The Chairman of the Joint Chiefs of Staff (CJCS) and the Directory of Central Intelligence serve as statutory advisers to the NSC.

d. Other participants in the NSC deliberations are invited by the President, and may include the Chief of Staff to the President, the Attorney General, the Secretary of the Treasury, and heads of executive department or agencies.

4. Department of Defense (DOD). DOD was established in 1949 as a result of an amendment to the National Security Act of 1947, reference (h). The head of the Department is the SecDef. He is the principal assistant to the President for all matters relating to DOD. The DOD Reorganization Act of 1986, reference (i), made clear his position in the operational chain of command. DOD’s organization is illustrated in Figure 1-2.

5. Joint Chiefs of Staff (JCS). The JCS consist of the Chairman, the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps. The Chairman sets the agenda and presides over JCS meetings. Responsibilities as members of the JCS take precedence over duties as chiefs of military services. As established by the DOD Reorganization Act of 1986, reference (i), the JCS have no executive authority to command combatant forces.

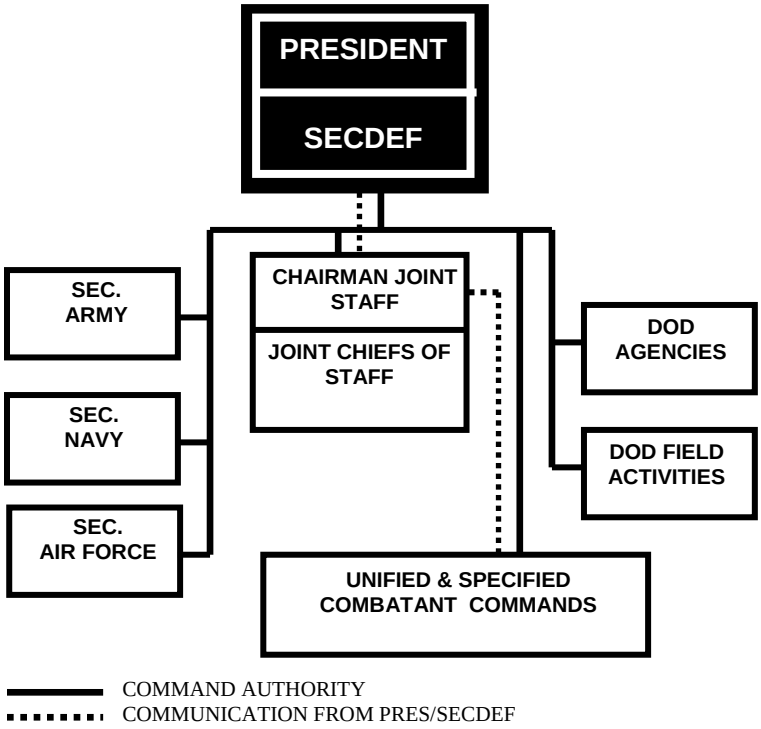


Figure 1-2. Department of Defense

6. Combatant Commanders. As stated in DOD Reorganization Act of 1986, reference (i), the operational chain of command runs from the President, to the SecDef, to the combatant commanders. Combatant command (command authority) (COCOM) resides only in combatant commanders. Although a provision of the Act allows that communications between the President, the SecDef, and the combatant commanders pass through the CJCS; the combatant commanders are, nonetheless, responsible to the President and the SecDef for the performance of their assigned missions.

1003. DOD PLANNING SYSTEMS AND PROCESSES

1. The purpose of joint operation planning is to effectively use the military arm of national power to protect U.S. interests and implement national policy. Joint planning is a process whereby a commander applies a systematic series of actions or procedures to provide him information required to determine the best method of accomplishing assigned tasks.

2. The National Security Council (NSC) System. The NSC is the principal forum for deliberation of national security

policy issues requiring Presidential decision. The NSC system provides the framework for establishing national strategy and policy objectives. The NSC develops policy options, considers implications, coordinates operational problems that require interdepartmental consideration, develops recommendations for the President, and monitors policy implementation. The CJCS discharges a substantial part of the statutory responsibilities as the principal military adviser to the President, the NSC and the SecDef through the institutional channels of the NSC. The CJCS regularly attends NSC meetings and presents the views of the JCS and the combatant commanders. The NSC prepares National Security Directives that, with Presidential approval, implement national security policy. The policy decisions in these directives provide the basis for both military planning and programming.

3. The Joint Strategic Planning System (JSPS)

a. The JSPS is the primary formal means by which the CJCS, in consultation with other members of the JCS and the combatant commanders, carries out strategic planning and policy responsibilities to prepare a military strategy that supports national objectives as detailed in U.S. Code Title 10, reference (g).

b. The JSPS is a flexible system that forms the basis for interaction with other DOD systems; provides supporting military advice to the DOD Planning, Programming, and Budget Execution system (PPBE); and provides strategic guidance for use in JOPES.

c. JSPS provides for continuous study of the strategic environment to identify conditions or trends that may warrant a change in the strategic direction of the armed forces. A decision to modify the strategic direction of the armed forces based on this review would be reflected in the National Military Strategy (NMS) or the Joint Vision.

(1) The NMS articulates how the U.S will employ the military element of national power to support the national security objectives found in the President’s National Security Strategy (NSS).

(2) The CJCS’s vision, referred to as Joint Vision 2020, describes the operational concepts and capabilities required for future joint forces.

d. The JSPS products, particularly the NMS, assist the CJCS in providing for the preparation of contingency plans and the development of the Joint Strategic Capabilities Plan (JSCP). The JSCP provides strategic guidance, establishes requirements, and apportions resources to the combatant commanders and service chiefs to accomplish tasks and missions based on near-term military capabilities.

e. The JSPS provides for timely and substantive participation by the Joint Staff, services, combatant commanders, and combat support agencies in the development of each JSPS document. As programs are developed and resources allocated, JSPS products and JSPS-related documents provide a means to evaluate capabilities and assess program and budget adequacy and, where appropriate, propose changes. Major documents impacting the JSPS are:

(1) Strategic Planning Guidance (SPG). The SPG furnishes the SecDef's programming and fiscal guidance to the Military Departments for development of Department Program Objective Memorandums (POM) for the defense planning period. The SPG includes major planning issues and decisions, strategy and policy strategic elements, the SecDef's program planning objectives, the Defense Planning Estimate, the Illustrative Planning Scenarios (IPSs), and a series of studies. The SPG is the major link between the JSPS, National Security Strategy, and the PPBE.

(2) Contingency Planning Guidance (CPG). The CPG fulfills the SecDef's statutory duty to provide annually to the CJCS written policy guidance for contingency planning. The SecDef provides this guidance with the approval of the President, after coordination with the CJCS. The CPG focuses the guidance provided in the NMS and SPG and directly impacts the JSCP.

4. Planning, Programming and Budget Execution System (PPBE). This DOD military strategy formulation and resource management system develops and integrates defense policy, military strategy, service programs, and the DOD budget. This system's ultimate objective is the acquisition and allocation of resources to meet the warfighting needs of the combatant commanders. The PPBE, in conjunction with the JSPS, is used to define national military strategy, recommended forces, and translate them into budgetary requirements to be presented to Congress.

5. Joint Operations Planning and Execution System (JOPES). Joint operation planning is performed per policies and procedures established in this formal DOD-directed, CJCS-selected system. JOPES is the single system for military operation planning and execution, including the request for forces. JOPES includes policies, procedures, reporting structures, and personnel supported by C4I systems. JOPES supports and integrates joint operation planning activities at the national, theater, and supporting command levels. JOPES interrelates with three other national systems: the NSCS, JSPS, and PPBE. JOPES is the principal system within DOD for translating policy decisions into operation plans (OPLANs), concept plans (CONPLANs), functional plans (FUNCPLANs), and operation orders (OPORDs) in support of national security objectives. It also assists in identifying shortfalls, which are converted to joint operation requirements in PPBE. The shortfalls are used in making national resource decisions that affect the PPBE and the JSPS. JOPES is also the mechanism for providing movement requirements to lift providers for plans, crises, and all supported combatant commander or CJCS-sponsored exercises.

6. JOPES Planning Process

a. Joint operation planning and execution is a continuous, collaborative, interactive process across the full range of military operations. The activities of the entire Joint Planning and Execution Community (JPEC) are integrated through an interoperable and collaborative JOPES that provides for uniform policies, procedures, and reporting structures, supported by communications and computer systems, to monitor, plan, and execute the mobilization/activation, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

b. JOPES provides for orderly and coordinated problem solving and decision-making. Application of this process is highly structured to support the thorough and fully coordinated development of contingency plans. During crisis action planning, the process is shortened, as necessary, to support the dynamic requirements of changing events. During the execution of military operations, the process adapts to accommodate greater decentralization of joint operation planning activities under the centralized command of the President, SecDef, and combatant commanders.

In all its applications, the basic process remains fundamentally unchanged. It provides a consistent and logical approach for integrating the activities of the President, SecDef, CJCS, members of the JCS, combatant commanders, and all other members of the JPEC into a coherent planning and execution process to attain military objectives.

c. Based on the CJCS's JSCP planning requirements, the combatant commanders prepare four types of plans: OPLANs, CONPLANs with a TPFDD, CONPLANs without a TPFDD, and FUNCPLANs. These plans facilitate the rapid transition to crisis response for potential, perceived, and identified threats to U.S. security interests. Crisis action planning may begin with the deliberately produced plan and continues through military option selection and courses of action (COA), operation plan, and operations order development and implementation. It ends when the requirement for the plan is cancelled, the operation is terminated, or the crisis is satisfactorily resolved.

1004. KEY JOINT PLANNING DOCUMENTS

1. Joint Strategic Capabilities Plan (JSCP). The JSCP is published biennially as planning guidance and is used by the JCS to initiate the JOPES deliberate planning process. The JSCP assigns military tasks and apportions forces for planning to combatant commanders based on guidance from the SecDef and projected military capabilities in the near-term period. It directs the development of plans to support national security objectives.

2. Unified Command Plan (UCP). The UCP, reference (j), sets forth basic guidance to all combatant commanders, establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders.

3. Joint Pub 0-2 Unified Action Armed Forces (UNAAF). The UNAAF, reference (k), sets forth the policies, principles, doctrines, and functions governing the activities and performance of the Armed Forces of the United States when two or more military departments or service elements thereof are acting together.

4. CJCSM 3122.01, JOPES Vol. I (Planning Policies and Procedures). JOPES Vol. I, reference (a), sets forth planning policies and procedures to govern the joint activities and performance of the U.S. Armed Forces. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders in development of selected tactics, techniques, and procedures for joint operations and training. It provides military guidance for use by the U.S. Armed Forces in preparing their appropriate plans. Specifically this publication describes JOPES functions and the environments in which planning for and executing conventional and nuclear joint military operations are conducted.

5. CJCSM 3122.03, JOPES Vol. II (Planning Formats and Guidance). JOPES Vol. II, reference (l), sets forth administrative instructions and formats to govern the format of joint operational plans submitted for review to CJCS.

6. CJCSM 3122.02, JOPES Vol. III (Crisis Actions Time-Phased Force and Deployment Data Development and Deployment Execution). JOPES Vol. III, reference (b), establishes procedures for the development of time-phased force and deployment data (TPFDD) and for the deployment and redeployment of forces within the context of JOPES in support of joint military operations, force rotations and exercises.

7. CJCSM 3150.16, JOPES Reporting Structure (JOPESREP). JOPESREP, reference (m), sets for guidelines and standards to be used in the organization and development of information reporting to the JOPES database.

1005. KEY MARINE CORPS PLANNING DOCUMENTS. Marine Corps doctrinal publications and operational handbooks serve as basic source documents for development of plans and orders. The Doctrine Division, Marine Corps Combat Development Command has cognizance of doctrinal publications. The list below contains those publications that relate to the FDP&E process:

MCDP 1-0, Marine Corps Operations
MCDP 5, Planning
MCDP 4, Logistics
MCWP 5-1, Marine Corps Planning Process
MCWP 4-1 Logistics Operations

MCWP 4-12 Operational Level Logistics
MCO P3000.19, Total Force Mobilization, Activation, Integration, and Deactivation Plan (MAID-P)
MCO P3000.17A, Maritime Pre-positioning Force Planning and Policy
MCO P4400.39H, War Reserve Manual
MSTP Pamphlet 4-0.2A Logistics Planner's Guide
MSTP Pamphlet 5-0.3 MAGTF Planner's Reference Manual
MSTP Pamphlet 6-3 FDP&E in Support of MAGTF Operations

1006. DIRECTED PUBLICATIONS. The following is a list of directed publications to be held at Headquarters and Command Elements within those Marine Corps organizations involved with the FDP&E process:

CJCSM 3122.01, JOPES Vol. I
CJCSM 3122.03, JOPES Vol. II
CJCSM 3122.02C, JOPES Vol. III
CJCSM 3150 Series, Joint Reporting Structure Series (JOPESREP)
Joint Pub 0-2, United Action Armed Forces (UNAAF)
MCDP 1-0, Marine Corps Operations
MCWP 4-12 Operational Level Logistics
MCWP 5-1, Marine Corps Planning Process
Joint Pub 1-02, DOD Dictionary of Military and Associated Terms
Joint Pub 4-01.3, Joint Tactics, Techniques and Procedures for Movement Control
MCO P4400.39H, War Reserve Material (WRM) Policy Manual
Joint Pub 3-0, Doctrine for Joint Operations
Joint Pub 5-0, Doctrine for Planning Joint Operations
Joint Pub 3-35, Joint Deployment and Redeployment Operations
Joint Pub 4.01-8, Joint Tactics, Techniques, and Procedures for Joint Reception, Staging, Onward Movement and Integration
DOD 4500.9-R, Defense Transportation Regulation
MSTP Pamphlet 4-0.2A Logistics Planner's Guide
MSTP Pamphlet 5-0.3 MAGTF Planner's Reference Manual
MSTP Pamphlet 6-3 FDP&E in Support of MAGTF Operations

1007. COMBATANT COMMANDER AS THE FOCAL POINT

1. Role. By examining and anticipating the potential for instability or crisis, the regional combatant commander develops plans for the deployment and employment of

military assets (as well as examining the complementary economic, diplomatic, and political options). These options used singly or in various combinations, can be carried out with the intent of deterring or averting a crisis. They vary widely from large joint and combined operations with the deployment of task forces, to small mobile training teams and low-level military-to-military contacts. Forward presence forces throughout the world and at sea, though reduced in size, are fundamental to this concept.

2. Planning. Planning is decentralized to the combatant commanders to the maximum extent possible. The SecDef furnishes broad policy and strategy guidance, mission assignment, and final plan review. The assumptions, the concepts of operations, and specific forces to be employed are determined by the combatant commanders and approved by the SecDef/CJCS, in close coordination with the services and defense agencies.

1008. COMMAND RELATIONSHIPS. Command relationships are expressed in terms of authority and responsibility as well as on the exercising of coordination and support. Relationships discussed in this Manual reflect the information contained in JCS Publication 0-2, Unified Action Armed Forces (UNAAF), reference (k). Appendix G (Terms and Definitions) contains descriptions of command relationships.

1009. TASKING AUTHORITY AND COMMAND RELATIONSHIPS FOR PLANNING

1. The JSCP apportions major combat forces to the combatant commanders for preparation of plans.

a. With JSCP direction and authorization, the combatant commanders commence their detailed deliberate planning for war.

b. A letter of instruction (LOI) or planning guidance is published by a supported or supporting combatant commander, directing apportioned or assigned forces to formally begin planning.

c. Combatant commanders may exercise COCOM or Operational Control (OPCON) over supporting MAGTFs. They may also delegate OPCON to subordinate unified commanders;

a Joint Task Force (JTF) established by the unified commander; or to a service or functional component commander.

(1) Subordinate unified commanders, JTF commanders, and or functional component commanders may exercise OPCON over MAGTFs when the MAGTF is designated as attached.

(2) The naval component commander may exercise OPCON over the MAGTF when directed to do so by appropriate authority. This normally occurs when the MAGTF is an integral part of the naval component and amphibious operations are anticipated.

2. Operational planning command relationships vary according to each plan and/or combatant commander supported. The mission assigned to a MAGTF in various plans has the greatest bearing on command relationships. Therefore, command relationships must be established for each plan to which forces are apportioned.

3. Primary Planning Authority. The primary authority for plan development rests with the combatant commanders. Tasking from the combatant commanders flow to assigned component commanders as a requirement for supporting plans.

a. Planning authority exists at all echelons of command. In deliberate planning, the primary planning authority for Marine Corps Forces is the COMMARFOR (Marine component commander).

(1) The MARFOR commander is the U.S. Marine Corps service component commander to a combatant commander. He coordinates all U.S. Marine Corps activities and service support for the combatant commander to which assigned.

(2) A MARFOR commander may delegate some of his planning authority to a MEF commander. Units smaller than MEF are not normally staffed to adequately handle component planning responsibilities. In that case, the MEF may become the principal planning agent and is authorized to speak for the MARFOR in development of the component part of the combatant commander’s plan.

(3) When coordinating TPFDD development, the supported MARFOR or his principle planning agent normally will have authority for direct liaison with the supporting

MAGTF per guidance provided in the report for planning message and as approved by the supporting MARFOR. Supporting MARFOR/MEFs must be kept informed of all communication between the principal planning agent and the supporting MAGTF.

1010. TOTAL FORCE ROLES AND PLANNING RESPONSIBILITY WITHIN THE MARINE CORPS

1. Deputy Commandant, PP&O (D/C, PP&O), HQMC, has overall staff cognizance for Marine Corps Total Force mobilization planning and execution. PP&O is the single point of contact for Marine Corps policy on joint or combined deliberate and crisis action planning.

a. PP&O is responsible for coordinating the development and execution of service plans and policies related to the structure, deployment and employment of Marine Corps forces in general and is the Commandant's principal staff agency for development and articulation of a wide spectrum of concepts, plans, and policies. Primary tasks include:

(1) Recommending supporting and supported MARFOR/MEFs when a combatant commander has been apportioned two or more MAGTFs.

(2) Form an OPLAN working group to coordinate staff guidance to the supported and supporting MARFOR/MAGTF commanders for plan development.

(3) Provide representation, as required, to all combatant commander planning conferences.

(4) Establish and chair the HQMC FDP&E Working Group. This Working Group will review, recommend changes, and monitor the implementation of USMC FDP&E policies and procedures. The Working Group will include:

(a) PP&O (PLN, POC, POR)

(b) I&L (LP)

(c) AVN

(d) M&RA (MPP-60, RAC)

(e) C4

(f) MCCDC

(g) MARCORLOGCOM

(h) Adjunct members will include CNO (N1, N3, N5), BUPERS, MARFORS, MARCORBASESLANT/PAC and other commands/agencies as required.

(5) Review and publish updates, as required, to this Directive.

2. Deputy Commandant, M&RA (D/C, M&RA) is the point of contact for personnel management within the Marine Corps. D/C, M&RA has staff cognizance to ensure that systems and procedures are established to provide individual manpower to augment/reinforce active and reserve units and the supporting establishment. During the initial phases of plan development, M&RA will establish manpower policies, to include personnel replacement policies. Detailed information on replacement operations will be provided to the supported MARFOR, or his designated principal planning agent. D/C M&RA will provide manning level planning factors for activation and future manpower planning based on the level of mobilization as directed by the President.

3. Deputy Commandant, I&L (D/C, I&L), is the single point of contact for Marine Corps policy on planning for ground logistics support to the supported MARFOR. Ground logistics policy will be coordinated by Logistics Operations and Sustainment Center (LP) and/or the Logistics Readiness Coordination Center (LRCC) through the HQMC Crisis Response Cell (CRC) in a crisis or during plan execution. D/C, I&L, is responsible for assessing the capability to equip and sustain deploying MAGTFs, and supporting the increased base support actions during mobilization.

4. Deputy Commandant, Aviation (D/C, AVN) has staff cognizance to ensure that Navy systems, procedures, and processes support the deployment, employment, and sustainment of Marine aviation.

5. COMMARFORS have primary responsibility for advising their combatant commanders on the appropriateness of specific tasks assigned to USMC forces, providing U.S. Marine Corps forces and their appropriate time-phased force

and deployment data, identifying force requirements, and planning for reception and force integration when required.

6. COMMARFORRES (4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Mobilization Command) is responsible for training, organizing, and equipping the Ready Reserve; and for the development and maintenance of accurate unit information utilizing standard Marine Corps planning systems. MCO P3000.19, Total Force Mobilization, Activation, Integration, and Deactivation Plan (MAID-P), reference (d), contains detailed guidance on policies and procedures for the mobilization, activation, integration, and deactivation of the U.S Marine Corps Reserve Forces.

7. COMMARCORLOGCOM, Albany, has primary responsibility for managing the Marine Corps War Reserve Program (ground equipment and material); coordinating time-phased shipments with the MARFORs; and coordinating transportation for movement of time-phased shipments through the U.S. Transportation Command (CDRUSTRANSCOM).

CHAPTER 2

PLANNING PROCESS

2000. INTRODUCTION

1. This chapter contains information on the joint planning process, the Marine Corps Planning Process, and the relationship to the Marine Corps deployment planning and execution process. The Force Deployment Planning & Execution process is an intricate part of the overall planning process and is designed to provide command and control of deployment operations. Planning and executing force projection, that is the deployment of forces so that they can be employed to fulfill national security requirements, is the primary function of the DOD.

2. Joint Operation Planning. The process of planning joint operations occurs through a series of specific steps or phases. The first step is the overall operation plan tasking process, followed by the different phases of plan development.

a. Tasking for Military Planning. The focus of joint operation planning is the production of a contingency plan for military action. The process of plan production begins with the issuance of the President's National Security Strategy, which is supported with funding or resources by Congress. It is then defined by task assignment of the SecDef and CJCS through the National Military Strategy, the Contingency Planning Guidance, and the Joint Strategic Capabilities Plan. The individuals and agencies involved in the planning process include the President, the SecDef, the NSC, supporting executive level departments and agencies, and the Joint Planning and Execution Community (JPEC).

(1) Executive Level Departments and Agencies. Decisions on national policy, detailed development of resource levels, and overall strategic direction of the U.S. armed forces are made by the President and SecDef. The executive departments participating in the process are the Departments of Defense and State, and organizations within the Office of the President, specifically the National Security Council.

(2) JPEC. The JPEC is the label applied to a conceptual organization composed of all of the combatant commanders, their components, services, and any supporting agency. The CJCS and the Joint Staff publish the JSCP, reference (f), for the SecDef, assign planning tasks,

review the planning products, and approve the final version of JSCP directed plans, reference (f). The supported combatant commander and his subordinate commanders are principally responsible for developing the deliberate plan, and if directed, executing it. The combat support agencies (i.e., Defense Intelligence Agency, National Geospatial-Intelligence Agency, and Defense Logistics Agency) have an advisory role in the preliminary direction of contingency operations and approval of final plans. The services and their logistics organizations make available and provide forces and equipment for the supported combatant commands through their service component commanders.

b. Planning Definitions. Operation plans are prepared in two formats, OPLAN or CONPLAN. Additionally, there are functional plans and campaign plans. There are three types of planning: campaign planning, deliberate planning and crisis action planning. Figure 2-1 depicts these relationships.

(1) Operation Plan. Any plan for the conduct of military operations.

(2) OPLAN. An operation plan in complete format that can be used as a basis for the development of an OPORD. It includes a movement schedule for the identified forces and required supplies. The forces, supplies, and their time phasing are identified in Time-Phased Force and Deployment Data (TPFDD) files.

(3) CONPLAN. An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD.

(4) CONPLAN with TPFDD. The same as CONPLAN, except that more detailed planning for the phased deployment of forces has been accomplished.

(5) Functional Plan. Plans involving the conduct of military operations in a peacetime or permissive environment, developed to address requirements such as: disaster relief, nation assistance, surveillance, protection of U.S. citizens, or similar tasks.

(6) Campaign Planning. A comprehensive view of the combatant commander’s theater of operations that defines the framework in which an OPLAN fits. Campaign planning

offers purpose and a common objective to a series of OPLANS.

(7) Deliberate Planning. The Joint Operation Planning and Execution System process involves the development of joint operation plans for contingencies identified in joint strategic planning documents. The planning process is for the deployment and employment of apportioned forces and resources, which occurs in response to a hypothetical situation.

(8) Crisis Action Planning (CAP). CAP is part of the JOPES process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planners base their plan on the circumstances that exist at the time planning occurs.

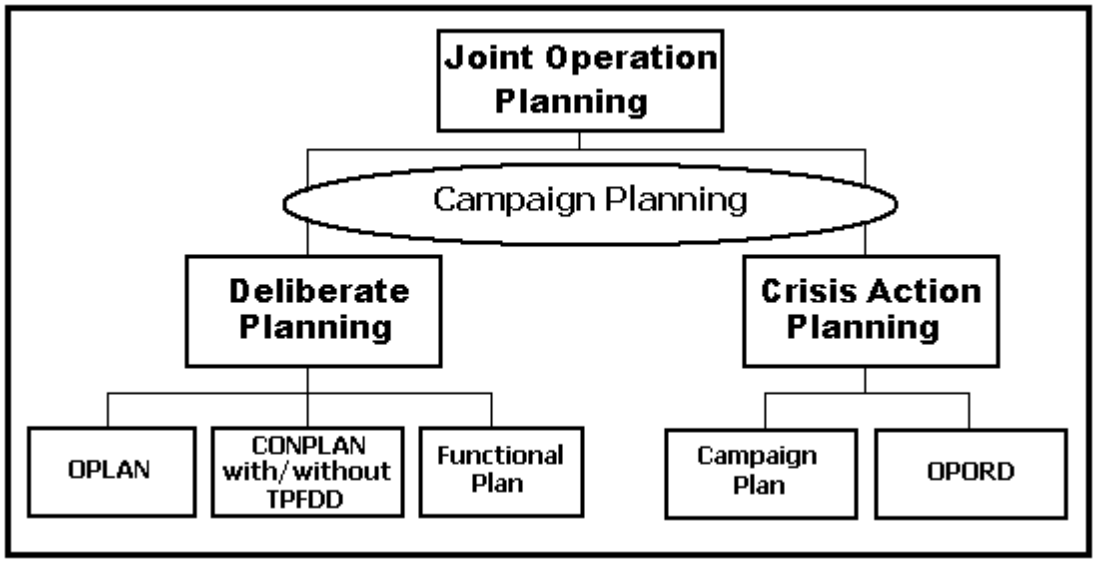


Figure 2-1: Types of Joint Operation Plans.

3. Joint Operation Plan Development. The plan development process is a structured method of planning for joint operations, whether it is the production of a deliberate contingency plan or a crisis action plan. JOPES is the DOD directed process for joint planning. It is comprehensive enough to thoroughly prepare a concept of military operations and sufficiently automated to handle the enormous quantities of data involved in military operation planning. The JOPES computer tools afford reasonable assurance that the plan will work as expected on execution,

or can be modified during execution to adapt to changing circumstances.

2001. THE MARINE CORPS PLANNING PROCESS (MCPP). The MCPP is an internal planning process used by Marine Corps operating forces. It is aligned with, and complements, the joint deliberate and crisis action planning processes. The MCPP organizes the planning process into six manageable, logical steps. It provides the commander and his staff a means to organize their planning activities and transmit the plan to subordinates and supporting commands. Through this process, all levels of command can begin their planning effort with a common understanding of the mission and commander's intent. The interactions among various planning steps allow a concurrent, coordinated effort that maintains flexibility, makes efficient use of available time, and facilitates continuous information sharing.

1. Phases of The Marine Corps Planning Process. The six steps that make up the Marine Corps Planning Process are: Mission Analysis, Course of Action Development, Course of Action War Game, Course of Action Comparison and Decision, Orders Development, and Transition. These steps are depicted in Figure 2-2.

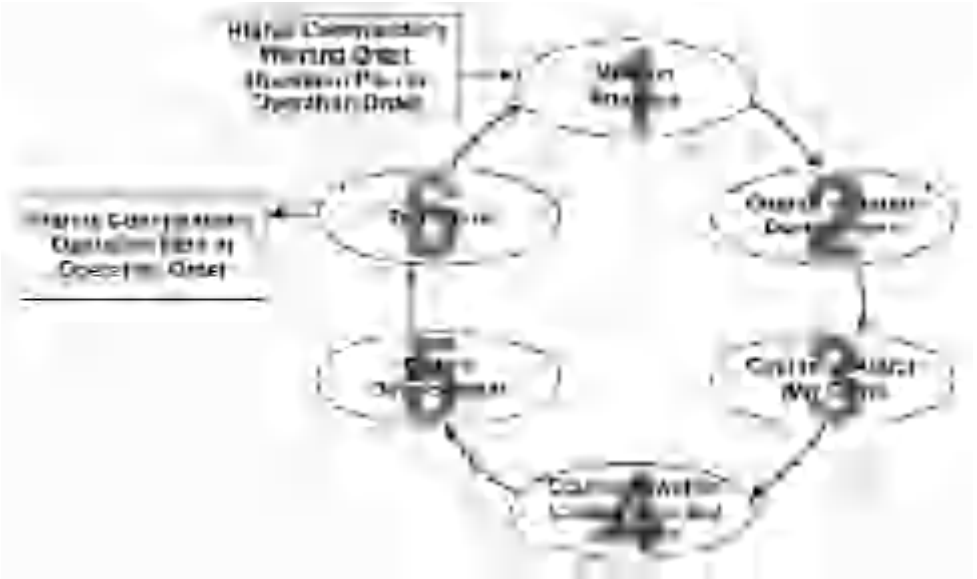


Figure 2-2: Marine Corps Planning Process Steps.

a. Mission Analysis. Mission analysis is the first step in planning. The purpose of a Mission Analysis is to review and analyze orders, guidance, and other information provided by higher headquarters and produce a unit mission

statement. Mission analysis drives the remainder of the MCPP. The analysis of the commander's mission leads to the production of several key elements of the planning process: a mission statement, the commander's intent, and the commander's planning guidance. Other products that are developed through Mission Analysis are: updated Intelligence Preparation of the Battlespace (IPB) products, specified tasks, implied tasks, essential tasks, Warning Order, restraints/constraints, assumptions, resource shortfalls, subject matter experts (SME) shortfalls, Centers of Gravity (COGs) analysis (friendly and enemy), approved commander's critical information requirements (CCIRs), requests for information, and initial staff estimates.

b. Course of Action (COA) Development. A course of action is a broadly stated potential solution to an assigned mission. During COA development, the planners use the mission statement (which includes the higher headquarters commander's tasking and intent), commander's intent, and commander's planning guidance to develop the COAs. Each prospective COA is examined to ensure that it is suitable, feasible, acceptable, distinguishable, and complete with respect to the current and anticipated situation, the mission, and the commander's intent. In developing a course of action, other planning tools include:

(1) The Warning Order (Specified/Implied/Essential Tasks)

(2) Restraints/Constraints

(3) Updated IPB products

(4) Commander's Critical Information Requirements

(5) Other requests for information

(6) Assumptions

(7) Center of Gravity (COG) Analysis (enemy and friendly)

(8) Resource and Subject Matter Expert (SME) shortfalls

(9) Initial Staff Estimates

c. Course of Action War Game. COA war gaming involves a detailed assessment of each COA as it pertains to the enemy and the battle space. Each friendly COA is war-gamed against selected threat COAs. COA war gaming assists the planners in identifying strengths and weaknesses, associated risks, and asset shortfalls for each friendly COA. COA war gaming may identify branches and potential sequels that may require additional planning. Short of actually executing the COA, COA war gaming provides the most reliable basis for understanding and improving each COA.

d. Course of Action Comparison and Decision. In COA comparison and decision, the commander evaluates all friendly COAs—against established criteria, then against each other—and selects the COA that he deems will best accomplish the mission.

e. Orders Development. During Orders Development, the staff takes the commander's COA decision, mission statement, commander's intent, and guidance, and develops orders to direct the actions of the unit. The order development phase is another critical portion of MCPP. These orders serve as the principal means by which the commander expresses his decision, commander's intent, and guidance in a clear, concise manner.

f. Transition. Transition is an orderly handover of a plan or order as it is passed to those tasked with execution of the operation. It provides those who will execute the plan or order with the situational awareness and rationale for key decisions necessary to ensure there is a coherent shift from planning to execution.

2. Marine Corps Planning Process Relationships

a. Deliberate Planning Process Interface. The MCPP interfaces with the deliberate planning process during the supporting plan development phase, as shown in Figure 2-3. Supporting plans are developed once the combatant commander's concept has been approved and a plan has been developed. Marine Corps supporting plans address the tasks identified for Marine Corps operational forces and outline the actions of assigned and augmenting forces. The MCPP provides a disciplined approach for the Marine Corps component commanders and staffs to prepare these plans

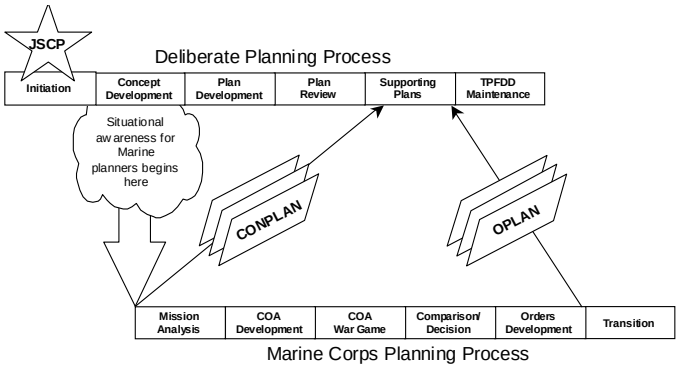


Figure 2-3: MCPP Interface with the Deliberate Planning Process.

b. Crisis Action Planning Process Interface. The MCPP interfaces with the crisis action planning process beginning in Situation Development and continues throughout the process as Marine Corps planners develop new plans, or expand or modify existing plans. This relationship is depicted in Figure 2-4.

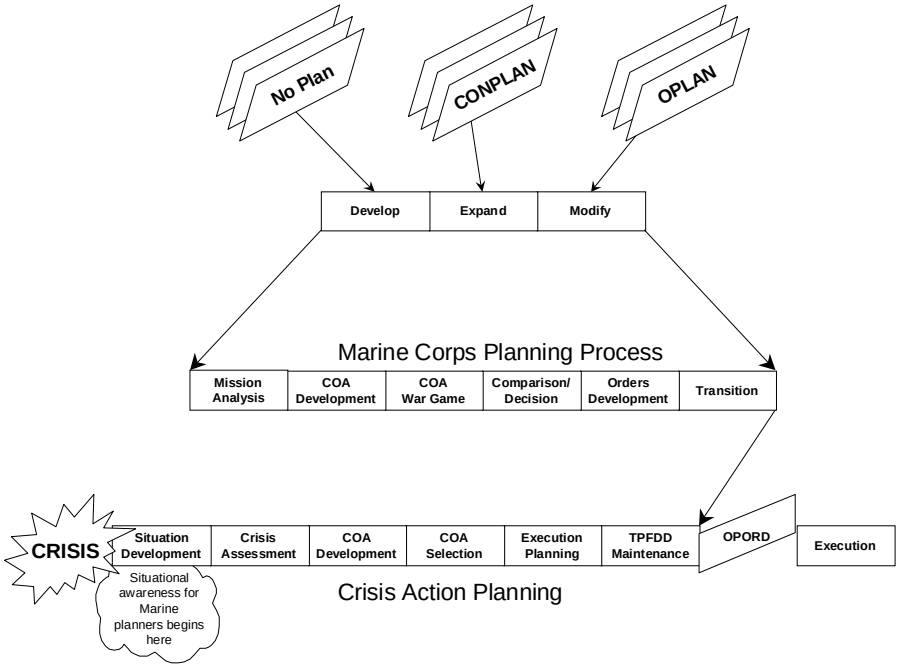


Figure 2-4: MCPP Interface with the Crisis Action Planning Process.

3. Marine Corps FDP&E within the MCPP

a. MAGTF commanders require a single source of accurate and timely deployment information to ensure that deployment planning and execution supports the planning and execution for the employment of forces. MAGTF commanders need to

present consolidated force and transportation requirements to the supported joint force commander and the transportation providers. Additionally, the MAGTF commander requires the ability to monitor and influence the phasing of Marine forces into theater using current capability sets and associated warfighting functions.

b. The MAGTF commander initiates the MCPP by directing his operations officer to stand up the operational planning team (OPT). Although the operations officer is the principal staff officer responsible to the commander for plan development and execution, he is assisted by the entire staff. To fully integrate FDP&E into the planning process, the commander also directs the establishment of a deployment operations team (DOT).

c. The DOT is a method of engaging those staff personnel involved with force deployment early in the planning process. The DOT normally consists of the following core personnel:

(1) Force Deployment Officer (FDO). The FDO is the G-3 representative for FDP&E that provides oversight of deployment aspects for all operations. The FDO will also chair DOT meetings during which the DOT maintains close scrutiny of all staff functional areas in support of deployments.

(2) Strategic Mobility Officer (SMO)/Embarkation Officer. The SMO addresses all transportation issues and maintains a strategic mobility schedule of events. The SMO also reviews all TPFDDs for accuracy and publishes transportation planning guidance for strategic airlift and sealift movements.

(3) JOPES Officer. The JOPES Officer reviews Time-Phased Force and Deployment Data and deployment orders for compliance with established policies and regulations. He/She also advises on Marine Corps and Joint policy, procedures, processes, planning and review.

d. Other personnel are made available to the DOT as required to support deployment planning; i.e. MSC representatives, Personnel Officer, Installation TMOs, Supporting Command Liaison Officers.

e. The DOT and the OPT work as an integrated team. Once a notional force list is identified and certain critical information is available, such as area of operations, plan identification, C-Day, earliest arrival date (EAD)/latest arrival date (LAD), ports of debarkation (PODs) and force requirement number (FRN) structure, plan "shells" can be developed and distributed to the MSCs. These plans reflect the results of the force requirements specified by the MAGTF commander and are coupled with his intent regarding the phasing of forces. The OPT and the DOT use the authority available through "report for planning" to gain further situational awareness and clarity on issues affecting operational, logistical and deployment planning. The OPT and the DOT will develop both the FDP&E and reception, staging, onward movement and integration (RSO&I) plans concurrently, before a COA decision has been reached.

2002. JOPES DELIBERATE PLANNING PROCESS

1. Deliberate planning is the process involving the development of joint plans for contingencies identified in joint strategic planning documents. Deliberate planning is accomplished within cycles that complement other DOD planning cycles per the Joint Strategic Planning System and is used when time permits the total participation of the commanders and staffs of the Joint Planning and Execution Community (JPEC). Development of the plan; coordination among supporting commanders, agencies, and the services; reviews by the Joint Staff; and conferences of JPEC members are scheduled to occur within the two year planning cycle. The five formal phases of the deliberate planning process, depicted in Figure 2-5, begin when a commander receives a task assignment and end when supporting plans have been approved by the supported commander. The process is continuous and is almost identical, whether the resulting operation plan is a fully developed OPLAN, CONPLAN, or functional plan. Operation plans remain in effect until canceled or superseded by another approved plan. While in effect, they are continuously maintained and updated.

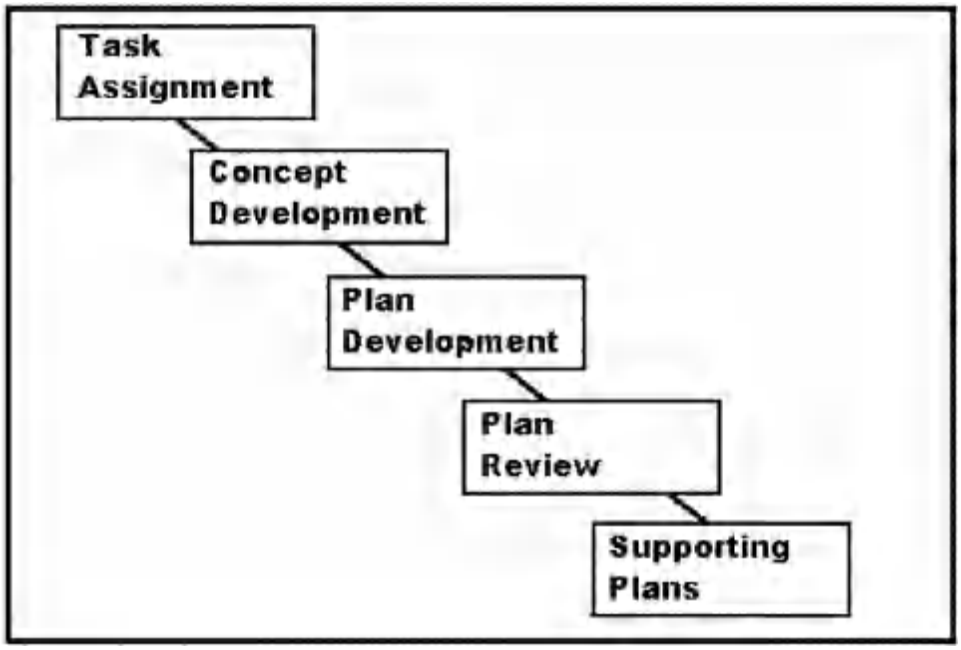


Figure 2-5: Deliberate Planning Phases.

2. The Deliberate Planning Process

a. Phase I – Task Assignment. Initiation of the deliberate planning process begins with task assignment. During this phase, planning tasks are assigned, resources available for planning are identified, and the groundwork is laid for planning.

(1) Background. The President and his advisors develop the nations strategic direction. All elements of national power—the military, diplomatic, economic, and informational elements—are considered in the formulation of national strategy. Possible military action in response to situations that threaten U.S. national interests is an important part of the national strategy. The National Security Council (NSC) prepares the national strategy document for the President's signature and publication. The title of this document varies from one administration to another.

(2) After the national strategy is signed by the President and published, the CJCS translates the worldwide military strategy into specific planning requirements. Those specific planning requirements are assigned to the combatant commanders and resources are "apportioned" for planning purposes.

(3) Apportioned/Allocated Resources. Apportioned resources are those resources provided to each combatant commander for planning purposes. They may include any limited, critical assets such as: combat forces, support forces, supplies, and strategic or theater transportation. Allocated resources, on the other hand, are the resources actually provided at the time of execution.

(4) The following documents contain the task assignments of the CJCS.

(a) The Unified Command Plan (UCP), reference (j). Refer to paragraph 1004.

(b) Joint Publication 0-2, Unified Action Armed Forces (UNAAF), reference (k). Refer to paragraph 1004.

(c) The Joint Strategic Capabilities Plan (JSCP), reference (f). Refer to paragraph 1004.

(d) New Tasking. The CJCS may direct preparation of additional plans not included in the current JSCP, reference (f). The new tasking is usually in the form of a message or other directive. If the new task is a continuing responsibility, it will be incorporated into the next edition of the JSCP.

(5) Unassigned Planning Tasks. The combatant commander's planning tasks are not limited to those specified by higher authority. The combatant commander may prepare plans considered necessary to discharge command responsibilities described in the UCP, reference (j) and UNAAF, reference (k), but not specifically addressed. The combatant commander may also prepare plans to cover contingencies not assigned by the JSCP, reference (f). The SecDef must approve all plans in which the combatant commander directs tasks to forces not currently assigned to his command.

b. Phase II – Concept Development. Concept development is the phase in which: all factors that can significantly affect mission accomplishment are collected and analyzed; the mission statement is deduced; subordinate tasks are derived; COAs are developed and analyzed; the best COA is determined; and the combatant commander's strategic concept

developed and documented. The sequential steps in this phase are shown in Figure 2-6.

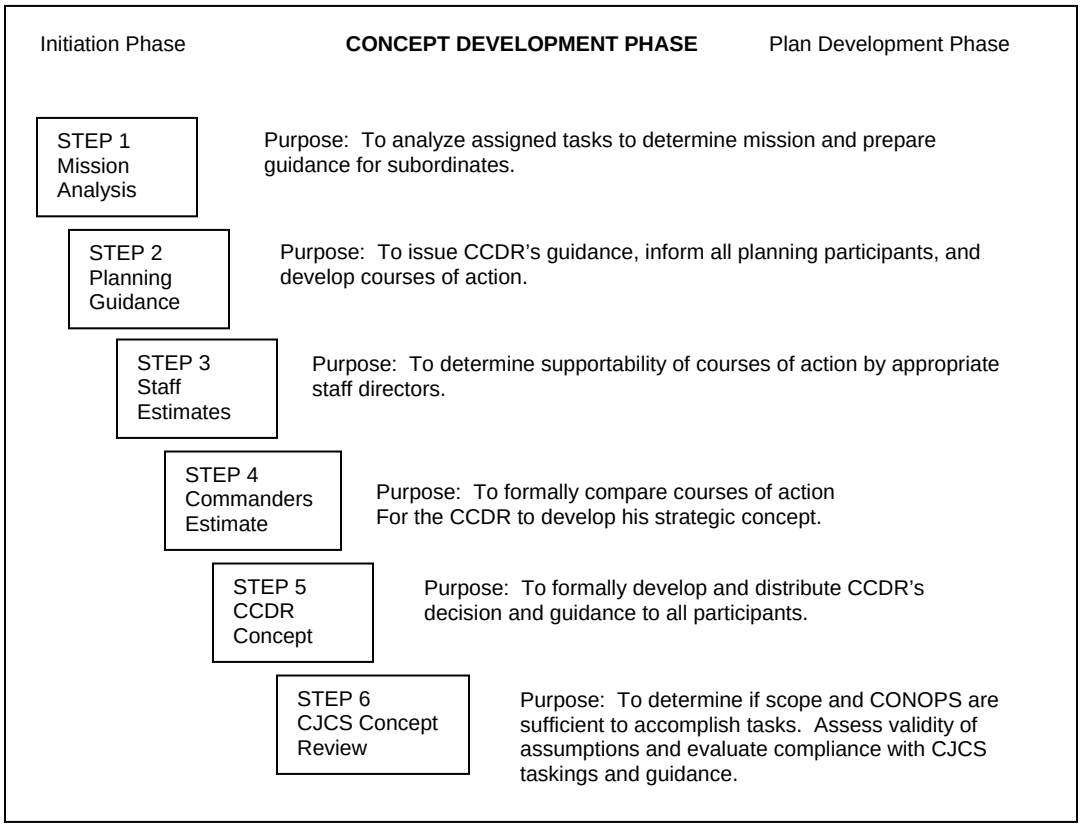


Figure 2-6: Concept Development Phase.

(1) Background. The second phase of deliberate planning is conducted in an orderly series of six steps. While the steps diagramed in Figure 2-6 are described individually, they may not always be conducted separately or in the sequence listed. In actual practice steps are often repeated, combined or done concurrently, and the staff work done in one step affects the other steps. In any case, the activities presented must be accomplished and the related products produced to develop a concept of operations for JCS approval.

(2) Mission Analysis. The first step in the development of a concept of operations begins with a careful analysis of the task assignment.

(a) During Mission Analysis the combatant commander and his staff view the overall operation to:

1. Determine assigned, implied, and subsidiary tasks to develop a concise mission statement.

2. Consider the forces apportioned for planning, the capabilities of the enemy, the terrain, geographic features that support friendly and enemy forces, and weather.

3. Incorporate controlling factors levied by others that will influence the military operation such as: diplomatic understandings, economic conditions, host-nation issues, etc.

(b) Mission Statement. In the Mission Analysis step, the supported commander's analysis of the JSCP tasking results in a mission statement, reference (f). It is a clear, concise statement of the objective to be accomplished by the command (what) and the purpose to be achieved (why). Multiple tasks are normally described in the sequence in which they are to be done. Routine tasks or inherent responsibilities of the commander are not usually included in the mission statement. The mission statement carries through the planning process and is included in the planning guidance, the planning directive, staff estimates, the commander’s estimate, the combatant commander’s strategic concept, the concept of operations, and the completed operation plan.

(3) Planning Guidance. The second step of the concept development phase provides initial planning guidance to the combatant commander’s staff and subordinate commanders. This is usually accomplished with a written planning directive, or a planning conference, or both. Proposed COAs are developed during this step.

(a) Initial Guidance. The supported commander provides his initial guidance so that the staff can understand the assigned task, derived mission statement, and restrictions or other considerations that will affect their planning. The guidance may include mission, assumptions, nuclear and chemical warfare, political considerations, tentative courses of action, planning schedule, and initial staff briefings.

(b) Commander’s Intent. The commander’s intent describes the desired end state and provides a focus for all subordinate elements. It is a concise expression

of the operation, not a summary of the concept of the operation. It may include the commander's assessment of the enemy commander's intent, how the posture of units at the end state will facilitate the transition to future operations, and an assessment of where the commander will accept risk during the operation.

(c) Planning Directive. Initial guidance is normally communicated to the staff, subordinate commanders, and supporting commanders through a planning directive. The supported combatant commander publishes this directive to ensure that everyone understands the commander's intent. The contents of a planning directive are not specifically spelled out in the deliberate planning procedures, but generally include the subjects listed under initial guidance.

(4) Staff Estimates. The combatant commander's staff analyzes each tentative COA to determine its supportability. During the process, each staff division reviews the mission and situation from its own staff functional perspective and concludes whether the mission can be accomplished and which COA can best be supported. The staff estimates give the combatant commander the best possible information to select a COA. Information from the staff estimates is also used to develop the commander's estimate in the next step.

(5) Commander's Estimate. Using information developed during the staff estimates, the commander's estimate documents the decision process used by the combatant commander in choosing his course of action. A commander's estimate is used in both deliberate and crisis action planning and consists of five paragraphs.

(a) Mission

(b) The Situation and Courses of Action

(c) Analysis of Enemy Capabilities

(d) Comparison of Friendly COAs

(e) Decision

(6) Combatant Commander's Concept. The supported commander prepares a strategic concept, which is an

expansion of the selected COA. It is a narrative statement of how to conduct operations to accomplish the mission. The strategic concept clarifies the intent of the commander in the deployment, employment, and support of apportioned forces. It also identifies major objectives with target dates for their attainment and is written in sufficient detail to impart a clear understanding of the combatant commander's overall view of how the operation will be conducted.

(7) CJCS Concept Review. The combatant commander's Strategic Concept is forwarded to the CJCS/SecDef for review and approval. The Joint Staff conducts the review for the CJCS and initially determines whether the concept is in the proper format, conforms to JSCP guidance, reference (f), and is consistent with joint doctrine. After the initial Joint Staff review, the JPEC conducts independent reviews and submits comments. Results of the review are forwarded to the supported commander and the strategic concept is either approved for further plan development, or disapproved citing the requiring significant changes needed for resubmission. Once approved by CJCS/SecDef, the combatant commander's strategic concept becomes the concept of operation for the plan.

c. Phase III – Plan Development. The combatant commander uses the approved Strategic Concept as the concept of operations for plan development and subsequent phases of the deliberate planning process. In the plan development phase, the staff expands and formally documents the concept of operations in the appropriate operation plan format. The process is the same for OPLANs, CONPLANs, and Functional Plans. Subsequent discussion of the plan development phase will focus on planning procedures for OPLANs.

(1) Publishing A TPFDD Letter Of Instruction (LOI). The supported commander publishes a letter of instruction (LOI) at the beginning of the plan development phase. The LOI provides the component commanders, supporting commands, and agencies specific guidance on how to develop the TPFDD. The LOI should be coordinated with affected organizations (e.g., CDRUSTRANSCOM, DLA) prior to publication to ensure that the planning guidance is current. At a minimum, the LOI should address:

(a) The format for force requirement number (FRN) construction unit line number (ULN) designators for forces and their accompanying supplies

(b) Cargo increment number (CIN), and personnel increment number (PIN) designators for non-unit related resupply and personnel replacements

(c) Material feasibility estimator (MFE) to be used to calculate non-unit related resupply and personnel replacements

(d) Force module assignment

(e) Priority of air and sea movement for major units

(f) Apportionment of airlift and sealift capability between service components and resupply; standard earliest arrival date-latest arrival date (EAD-LAD) windows

(g) Specific guidance for the planning factors file

(h) Re-supply record aggregation guidance

(i) Retrograde, chemical and nuclear TPFDD guidance

(j) Attrition planning factors (equipment and personnel)

(k) Standard ports of embarkation (POEs) and ports of debarkation (PODs) for forces and channels of resupply

(l) Combatant Commander Required Date (CRD)

(m) Key planning time lines or milestones and TPFDD points of contact for the supported and supporting combatant commanders’ staffs

(n) Supported commander's classification guidance and OPSEC planning guidance.

(2) Subordinate Commands. During the initial steps of this phase, subordinate commanders become principal participants; generally, they are the component commanders. Planners on the staffs of the component commands begin developing the total package of forces required for the operation. They start with the major combat forces selected from those apportioned for planning in the original task-assigning document and included in the combatant commander's concept of operations. Working closely with the staffs of service headquarters, other supporting commands, and combat support agencies, they identify requirements for support forces and sustainment.

(3) Movement. The supported commander consolidates each component's forces and supplies, and phases their planned movement into the theater of operations. The resources are proposed for arrival in theater and at the final destination using intratheater transportation and transportation organic to the subordinate commands. CDRUSTRANSCOM simulates force flow, and then make recommendations to increase efficient use of strategic assets. The combatant commander can then make reasonable assumptions that the transportation for the operation is grossly feasible. The later steps of the phase fill the plan's hypothetical requirements with actual units and sustainment entries that can be identified. In the refinement step, movement of these units is again computer simulated, and CDRUSTRANSCOM develops movement tables. The final documentation for the transportation-feasible OPLAN is prepared.

d. Plan Development Phase Steps. The plan development phase of deliberate planning will generally follow the eight sequential steps shown in Figure 2-7. These steps may overlap, occur simultaneously, or be repeated if required. The same flexibility displayed in the COA refinement process is also present here, as shortfalls are discovered and eliminated. Computer applications within the JOPES ADP suite, MAGTF LOGAIS, and JFRG II are keys to the timely development of a realistic force flow.

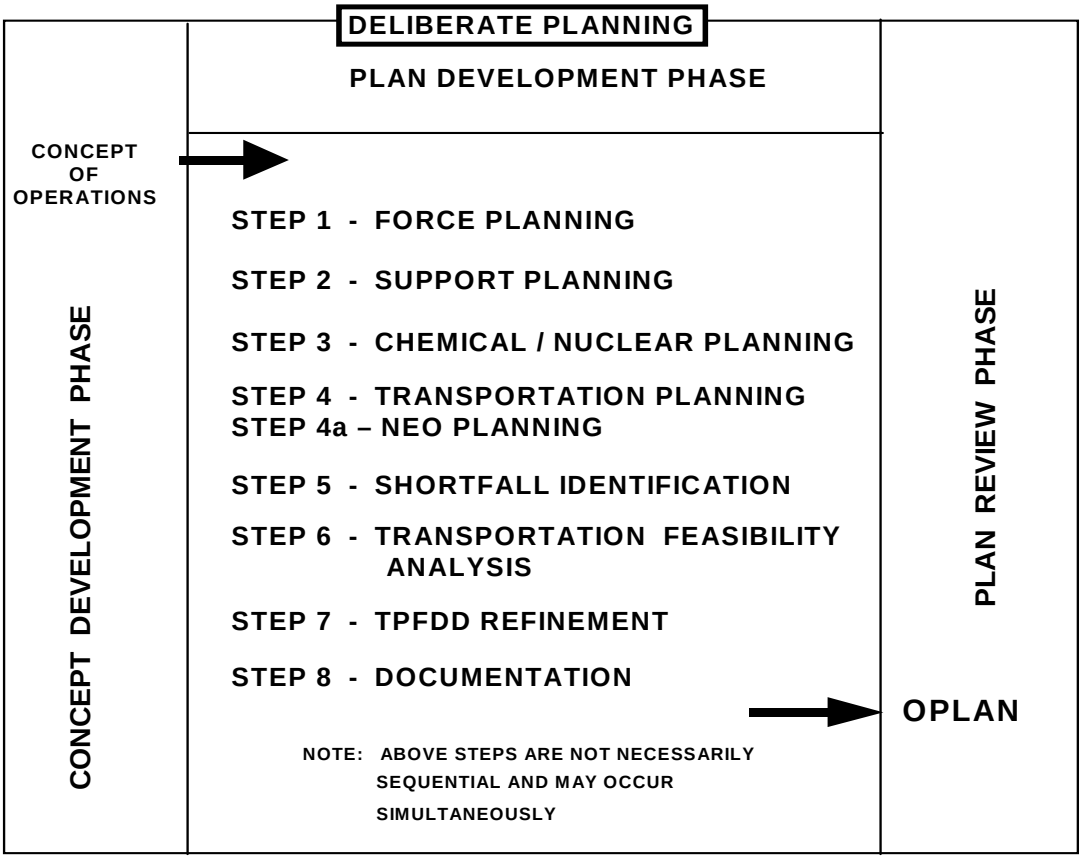


Figure 2-7: Plan Development Phase.

(1) Step 1 - Force Planning

(a) Force planning is the product of Mission Analysis and intelligence assessment work, with its foundation in the supported commander's concept of operations. Force planning should identify all forces needed to accomplish the combatant commander's concept of operations and phase them into the theater of operations. Force planning is based on CJCS, service, and USSOCOM (for special operations) guidance and doctrine. It consists of force requirements determination; force list development and refinement in light of force availability; and force shortfall identification and resolution. Force planning is ultimately the responsibility of the supported commander, but the service components must source the force capabilities to meet the supported commanders requirements.

(b) The original task-assigning instrument, the JSCP, reference (f), or other such directive, identifies major combat forces apportioned for planning by the combatant commanders. Forces apportioned for use in

developing operation plans will be those projected to be actually available during the JSCP period at the level of mobilization specified for planning. CJCS/SecDef approval is required when combatant commander initiated plans cannot be supported with apportioned resources. The combatant commander's strategic concept clearly identifies the principal combat forces required by the concept of operations.

1. In addition to major combat forces, the total force list includes combat support (CS) and combat service support (CSS) forces, as well as smaller units of combat forces that are essential to the success of any military operation. Each component commander develops his own total force list comprised of combat, CS, and CSS forces using service planning doctrine and policies as guidance. Essential combat and support forces that are available for planning may also be listed in the applicable JSCP supplemental instructions, reference (f).

2. The apportioned major combat forces may have been described as relatively large fighting units, such as Army divisions and brigades, Navy carrier battle and surface action groups, Marine Expeditionary Forces and Brigades, and Air Force wings and squadrons. The final product for each component's total force list will include detail down to the unit level (i.e., battalions, squadrons, detachments, teams, etc.).

(c) This step includes force flow planning from the origin to destination, inclusive of requirements for joint reception, staging, onward movement, and integration (JRSOI). Included in this process is the determination of mode and source of transportation, port of embarkation (POE), en route delays at intermediate locations (ILOC), port of debarkation (POD), EAD and LAD with priorities, Required Delivery Date (RDD), Combatant Commander (CCDR) Required Date (CRD), and final destinations. Also included in this step should be a review of the applicable sections of the Foreign Clearance Guide to include country and theater clearance requirements. Force protection measures in place and predeployment training requirements should also be reviewed, commensurate with the expected threat levels.

(d) In cases where forces designated for employment require detailed task organization

identification (e.g., airborne, amphibious operations), but no explicit objective has been assigned, subordinate and supporting commanders will specify representative forces for associated force planning.

(e) The force data in the TPFDD includes assigned, augmentation, and supporting forces to be deployed to the area of operations and forces stationed within the area of operations. For global and regional plans, a complete TPFDD is built and fully sourced to the limit of the actual resources available, normally 90 days. The forces and resources are refined during TPFDD refinement conferences. TPFDD refinements are identified in appendix 1 to annex A of the plan in lieu of providing a printed copy; the actual TPFDD resides on the JOPES database. After the TPFDD becomes effective for execution planning with the CJCS/SecDef approval of the OPLAN, the TPFDD is updated via TPFDD maintenance procedures. The length of deployments for some regional TPFDDs may be more or less than 90 days. The supported commander, in coordination with the CJCS and SecDef, determines specific deployment length.

(f) Individual force requirements in the TPFDD are listed at the highest practicable unit level based on movement requirements.

(g) A unit requiring multiple modes of transportation, multiple departure dates, or multiple origins, is fragmented into two or more ULN’s (per JOPES VOL I and III) to ensure proper scheduling, manifesting, and tracking in JOPES. The service component commanders and individual force requirements in the TPFDD should be listed at the highest practicable unit level. Representatives of the supported command, service components (for in-place forces), and supporting commands will provide planning information concerning unit origin and ready to load date at origin. This information may be made available per service guidance and procedures. Coordination between the service components of supported and supporting commands is encouraged.

(h) A combatant commander desires for the arrival priority of units in theater are expressed for airlift and sealift by assignment of EAD/LAD windows:

1. Major unit (or group of units) priorities are established in the combatant commander's TPFDD LOI and in the JOPES TPFDD containing a priority code that delineates preferred order of arrival by latest arrival date (LAD) at a port of debarkation (POD). These two items must be consistent in their application. A unit in a TPFDD will normally not have its LAD earlier than the LAD of a higher priority unit.

2. The LAD determines the priority. EAD should be equal to the LAD minus 7 days (sealift) or LAD minus 3 days (airlift). The supported combatant commander may adjust the size of the EAD/LAD window IOT support his concept for RSOI and employment.

3. Ready-to-load date (RLD), available-to-load date (ALD), and EAD will reflect real limitations. Where no limitations exist, the EAD should be the same as the ALD to provide maximum flexibility in scheduling lift.

(i) Force Modules (FMs). All supported commanders are to organize forces, as appropriate, into force tracking FMs and/or force module packages. These FMs are valuable aids to commands in the review, modification, and evaluation of TPFDDs for both deliberate planning and execution. These force tracking force modules will be listed in the major forces section of the OPLAN description and contain force module identifier (FMID), unit name, required delivery date (RDD), destination, and number and type of major unit equipment. Force tracking force modules need not include sustainment.

1. Each supported commander's TPFDD is to contain the following FMs to reflect the task organization, per Annex A of the OPLAN/OPORD/EXORD:

a. Force modules are made up of major combat forces apportioned in JSCP. At a minimum, and IAW JOPES Vol III, the following FM groupments are directed:

Army

Divisions/Armored Cavalry Regiment (ACRs)
Brigades (Maneuver, artillery, air defense)
Patriot Battalion/Battery's with CS/CSS
Echelon above Division CSS Units
Echelon above Corps CSS Units

Air Force
- Individual Wings/Composite Wings/Air Expeditionary Wing
- Air Expeditionary Forces (AEF)

Marine Corps
- Marine Air Ground Task Force/Component Force
- Ground Combat Element (GCE)
- Aviation Combat Element (ACE)
- Combat Service Support Element (CSSE)
- Command Element (CE)
- Accompanying supplies

Navy
- Carrier Strike Group (CSG)
- Expeditionary Strike Group/Expeditionary Strike Force (ESG/ESF)
- Non carrier-based squadrons
- Hospital/medical units
- Major support forces

Special Operations
- Component Force for each supporting service

Other
- Functional Headquarters Element
- Functional Component Commands
- Major Subordinate Elements

2. Flexible Deterrent Options (FDO) in support of the OPLANs as reflected in JSCP, reference (f).

3. Excursions (losing forces) or employment options requiring common-user lift.

4. Other force modules (i.e. casualty replacements) created at the discretion of the supported commander and components.

(2) Step 2 - Support Planning

(a) The purpose of support planning is to identify the quantities of supplies, equipment, and replacement personnel required to sustain the forces identified in Step 1, and phase their movement into the theater to support the concept of operations.

(b) Support planning determines the quantities of supply by broad category and converts them into weights and volumes that can be compared to lift capability. Thus, they become calculations of phased movements that become deployment movement requirements. The intent is not to identify the detailed levels of particular supplies, but to identify and phase into the theater the gross quantities of needed sustainment. These quantities are based on the number and types of combat, CS, and CSS units to be employed in the operation. Support planning is completed when all significant supply, equipment, and personnel requirements have been determined, consolidated by the supported commander, and then entered into the TPFDD file for the plan as Cargo Increment Numbers (CINs) and Personnel Increment Numbers (PINs) to assess logistic and transportation feasibility.

1. Sustainment capability is a function of U.S. logistics capability, inter-service and inter-allied support, service guidance, combatant commander guidance, and the resulting time phasing. Appropriate combat support agencies and the General Services Administration (GSA) give the services planning information concerning the origin and availability of non-service-controlled materiel.

2. The actual support calculation uses consumption rates developed and maintained by the services under their responsibility to supply, equip, and maintain their forces assigned to combatant commanders. The component commanders, who refer to service and USSOCOM planning guidelines and doctrine, generally make this calculation. It is also possible for the supported commander to perform the calculations using component-supplied force lists and planning factors.

3. Support requirements include supplies, equipment, materiel, and replacement personnel for the forces, as well as civil engineering, medical, and enemy prisoner of war (EPW) materiel, and equipment and supplies to support the civil affairs effort.

4. During the support planning step, planners are primarily concerned with how much strategic lift will be needed to move the support requirements. Thus, the gross estimates of supplies and replacement personnel do little more than initially determine the

amount of space and number of passenger seats needed. Before the operation plan is complete, and definitely before it can be implemented, logistics and personnel planners will attempt to define the requirements in more detail.

(c) Guidance from the Combatant Commander. The initial concept of support was developed during the concept development phase. Early in the planning process, the combatant commander gives guidance to his subordinate and supporting commands that defines: the length of the operation, strategic lift availability, supply buildup policies, and anticipated supply shortages. The supported commander also gives guidance on transportation priorities, available common and cross-servicing agreements between subordinate and supporting commands, personnel attrition factors, ports of support, etc.

(d) The computation of sustainment uses service planning factors or consumption rates, and the number of forces to be supported. The product of these factors becomes a total supply requirement. This total must be expressed as gross movement requirements in barrels of petroleum, oils, and lubricants (POL); short tons or measurement tons of equipment and materiel identified by broad supply class or subclass; and numbers of personnel. The component commanders generally make these calculations.

(e) Numerous terms are fundamental to an understanding of support planning and the JOPES ADP systems that support it. Support requirements for deploying forces are divided into two major categories: unit related supplies and equipment, and non-unit related supplies and equipment.

1. Unit related supplies and equipment include a unit's organic equipment, basic load (accompanying supplies to include initial sustainment in accordance with MCWP 4-12), and additional accompanying supplies specified by the combatant commander.

2. Non-unit related supplies and equipment include all support requirements that are not in the service generated type unit descriptions or augmented by accompanying supplies. These supplies are not identified for a specific unit, thus the designation non-

unit related. It is useful to further divide the broad category of non-unit related supplies into subcategories.

3. The ADP support for deliberate planning generates the strategic deployment of supply requirements to a port of support (POS), which is essentially to supplies what a POD is to forces--the terminus of strategic movement. The POS is also significant because some supplies, POL and ammunition for instance, require special facilities or cannot be offloaded at some ports without significant disruption of port activity. From each POS, supplies will be made available to designated units. For each place where their forces will be located, component planners designate a POS for air cargo, general sea cargo, POL, and munitions. From the POS the responsibility for onward transport may fall to the supported component commander, depending on how the combatant commander sets up his intratheater supply through his directive authority for logistics.

4. The terms "classes" and "subclasses" of supply have been used. The thousands of items in the Federal supply system are categorized in one of ten broad classes. Deployment planning focuses on very broad categories, but it does subdivide the 10 classes into a total of just over 40 subclasses. For instance, ammunition is subdivided into Class V(A) aviation and Class V(W) ground; subsistence is divided into subclasses for in-flight rations, refrigerated rations, non-refrigerated rations, combat rations, and water.

(f) The materiel portion of service force modules currently represents only requirements and should not be construed as a statement of capability to fill those requirements.

(3) Step 3 - Chemical/Nuclear (NBC) Planning. Time-phased NBC defense requirements will be developed as force records in a standalone TPFDD. Guidance for NBC defense operations is found in CJCSM 3122.03A, JOPES Vol. II, reference (l), Appendix 2 to Annex C.

(4) Step 4 - Transportation Planning

(a) Transportation planning is conducted by the supported commander and CDRUSTRANSCOM to resolve gross feasibility questions (e.g., time phasing) impacting

strategic and intratheater movement. It embraces those aspects of plan development that involve the movement and reception of personnel, materiel, and equipment from point of origin (POOs) to port of embarkation (POEs) to port of debarkation (PODs) and the subsequent staging and onward movement to final destination. In transportation planning, the supported commanders will use the organic lift and non-organic (non-common user), common-user, strategic lift resources made available for planning by the Chairman/SecDef for each planning task. If additional resources are required, the supported commander will identify the additional lift requirements and provide the rationale for those requirements.

(b) Competing requirements for limited lift resources, mobility support facilities, and intratheater transportation assets must be assessed in terms of impact on mission accomplishment. The supported commander must establish priorities and, in light of both movement constraints (e.g., assumptions concerning the potential use of weapons of mass destruction) and the concept of operations, a movement plan must be prepared.

(c) The plan will consider en route staging locations and the ability of the locations to support the scheduled activity, including decontamination operations. This information, with an estimate of required site augmentation, will be communicated to appropriate supporting commanders.

(d) EAD-LAD windows will reflect real limitations. Where no limitations exist for airlift requirements, the EAD will be the same as the ALD to provide maximum flexibility in scheduling lift. Where no limitations exist for sealift requirements, the guidance should be a unit would not have an LAD earlier than a higher priority unit.

(e) The process for identifying the POD and refining the POE data is:

1. The supported commanders component enters the POD into the TPFDD.

2. CDRUSTRANSCOM identifies preferred POE to force provider(s).

3. Supporting combatant commanders components source the forces, taking into consideration the supported combatant commander assigned POD and the CDRUSTRANSCOM preferred POE, and identify any support problems to the supported command through the supported service component. The supported commander, supporting commanders, and the services components reconcile their differences when an agency deviates from the combatant commander's guidance and the supported commander challenges the deviation. Irreconcilable differences will be referred to the CJCS/SecDef for resolution.

4. CDRUSTRANSCOM and Transportation Component Commands (TCC) flow the TPFDD using computer models to determine final POE selections recommendations and assess transportation feasibility. Transportation feasibility requires a current analysis and assessment of available lift assets, transportation infrastructure, competing demands, and restrictions. Following all analysis inputs prescribed within the definition of transportation feasibility, the supported combatant commander is responsible for declaring a plan is end-to-end transportation executable.

5. After a coordinated review of the transportation analysis by the supported combatant commander and CDRUSTRANSCOM, the supported commander may adjust POEs/PODs and EAD/LAD/RDDs to those recommended by the transportation analysis tool.

(f) Planning for JRSOI is accomplished to ensure the closure of forces at the final destination. JRSOI constraints (port clearance, intratheater movement capacity, staging base limitation, etc.) imposed on force closure must be considered in TPFDD development.

(g) Non-Combatant Evacuation (NEO) Planning. The supported commander develops time-phased noncombatant evacuation requirements in coordination with the Department of State and CDRUSTRANSCOM. These requirements are entered into the deployment TPFDD or into the retrograde TPFDD, if a separate TPFDD for retrograde have been developed.

(5) Step 5 - Shortfall Identification

(a) The supported commander continually identifies shortfalls throughout the planning process and

resolves them by early coordination and conference with his service component commanders and supporting commanders. If the supported commander cannot resolve shortfalls, then these and other limiting factors, along with an assessment of the associated risks, will be submitted to the Chairman/SecDef for resolution.

(b) To ensure that OPLANs are valid, they will be based on current and projected resources (forces, support, non-unit related cargo and personnel, and lift assets) and policy for medical evacuation in the JSCP prescribed time frame, reference (f). The TPFDD submitted as Appendix 1 to Annex A to the OPLAN will be based on this guidance. The supported commander will notify the Chairman when the commander determines that the resources made available for planning by JSCP or the services are inadequate to accomplish an assigned task or that serious limiting factors exist. The notification will include:

1. A list of specific force, movement, and non-unit related cargo and personnel shortfalls, other critical limiting factors, and how these shortfalls affect mission accomplishment.

2. An estimate of the added risk incurred because of force, movement, and support shortfalls and limiting factors.

3. An estimate of the threat level for which available force and non-unit related personnel and cargo capabilities are considered adequate.

4. If appropriate, recommended changes in missions and/or tasks.

(c) The Chairman and the service chiefs consider shortfalls and limiting factors reported by the supported commander and coordinate resolution. However, within the limitations imposed by projected capabilities in the JSCP time frame, reference (f), completion of an operation plan will not be delayed pending the resolution of a shortfall or limiting factor. Paragraph 10 of the Plan Summary will contain a consolidated list and impact assessment of the limiting factors and shortfalls that have not been resolved by options listed below. The impact assessment should specify the missions and/or tasks that cannot be accomplished because of the shortfalls. The

supportability of the combatant commander's concept of operations should also be considered.

(d) The supported commander may convene a plan development conference to develop initial closure profiles and feasibility assessments to determine if the closure of forces is adequate to meet the proposed concept of operations and if the planning is valid. Coordination among all commands and agencies concerned is essential to make the detailed adjustments necessary to resolve shortfalls and limiting factors. Supporting commands and agencies, particularly CDRUSTRANSCOM, will ensure that adequate support is provided for plan development conferences. A wide range of options is available to the supported commander to resolve outstanding shortfalls before reporting them to the Joint Staff for resolution. They include:

1. Refining priorities.

2. Adjusting POEs, PODs, routing, and timing.

3. Changing lift mode and/or source.

4. Adjusting prepositioned forces or resources.

5. Enhancing preparedness with base development.

6. Seeking additional assets.

7. Redefining the concept of operations.

8. Concluding contractual agreements or inter-service support agreements.

9. Arranging for host nation support (HNS) where feasible.

10. Employing combinations of above.

(6) Step 6 - Transportation Feasibility Analysis

(a) The supported commander conducts a gross transportation feasibility analysis during a plan

development conference or before submitting the TPFDD for refinement. OPLANs/CONPLANs are considered transportation feasible when the capability to move forces, equipment, and supplies exists from the origin to the destination per the plan. Transportation feasibility determination will require concurrent analysis and assessment of available strategic and theater lift assets, transportation infrastructure, competing demands, and restrictions.

(b) The supported combatant commander will analyze deployment, JRSOI, and theater distribution of forces, equipment, and supplies to the destination.

(c) CDRUSTRANSCOM will assess the TPFDD for transportation feasibility, indicating to the CJCS and supported combatant commander that movements are consistent with the supported combatant Commander’s Assessment of JRSOI and theater distribution.

(d) Following the analysis of all inputs, the supported combatant commander is responsible for declaring a plan end-to-end transportation executable.

(7) Step 7 - TPFDD Refinement

(a) For OPLAN development, the TPFDD refinement process consists of several discrete steps that may be conducted sequentially or concurrently, in whole or in part. These steps support the other elements of the Plan Development Phase, Forces Planning, Support Planning, Transportation Planning, and Shortfall Identification, and are collectively referred to as TPFDD refinement. The normal TPFDD refinement process consists of sequentially refining forces (to include non-unit personnel), logistics (to include both accompanying supplies and non-unit resupply), and transportation data to develop a TPFDD that supports a feasible and adequate plan. TPFDDs are normally refined at three separate conferences (forces, logistics, and transportation/JRSOI) which may be combined together or omitted, as required, to allow optimum refinement for a single plan or family of plans established for a common planning task. The supported commander, in coordination with the Joint Staff and CDRUSTRANSCOM, makes the decision regarding the number and type of conferences needed. The supported commander conducts TPFDD refinement conferences with CDRUSTRANSCOM support, in coordination with the Joint Staff.

(b) Forces refinement is conducted in coordination with supported and supporting commanders, services, the Joint Staff, and other supporting agencies. CDRUSTRANSCOM will normally host forces refinement conferences at the request of the supported commander. The purpose of forces refinement is to confirm that forces are sourced and tailored within JSCP, CJCS, and service guidance, reference (f), and to assess the adequacy of CS and CSS force apportionment and resolve shortfalls. CDRUSTRANSCOM provides sealift and airlift capability estimates based on lift apportionment throughout the process to ensure transportation feasibility.

(c) The supported combatant commander in coordination with CJCS, CDRUSTRANSCOM, services, and supported and supporting commands performs transportation refinement. CDRUSTRANSCOM will normally host transportation refinement conferences. The purpose of transportation refinement is to adjust the TPFDD flow to ensure the plan is transportation feasible and consistent with JSCP, SecDef, CJCS, and service guidance, reference (f). Transportation feasibility analysis considers continental United States (CONUS), strategic, and theater movement capability. Transportation analysis is accomplished through end-to-end modeling, simulation, and transportation experience. This is a collaborative effort between the supported commander and CDRUSTRANSCOM.

(d) The supported commander, in coordination with CDRUSTRANSCOM, services, Joint Staff, and supporting commanders conducts JRSOI refinement. The purpose of JRSOI refinement is to use the results of the strategic transportation plan that closed forces at PODs to determine the feasibility of force closure at the final destination by the commander. Planning considers such issues as port clearance, intratheater transportation infrastructure, capability to provide sustainment to forces in transit, and build-up at staging bases. Individually and collectively, such issues impact the overall transportation flow. This refinement is the final step to accomplishing an end-to-end transportation analysis. Upon completion of JRSOI refinement, the supported commander’s logistics sustainability analysis will assess the end-to-end transportation viability. The supported commander declares a plan end-to-end executable.

(e) Upon completion of force and logistic TPFDD refinement CDRUSTRANSCOM will assess the transportation feasibility of the OPLAN. If transportation is feasible at that stage, the Joint Staff, in coordination with the supported commander, may deem the OPLAN "effective for planning." The term "effective for planning" recognizes that the work is valid and current and could be used for execution prior to submission of the final OPLAN for CJCS approval. Designation is predicated on the fact that the combatant commander's Strategic Concept for the plan has received CJCS approval, current forces have been sourced and approved, sustainment requirements have been generated, and the transportation feasibility check indicated the plan was transportation feasible.

(f) Refinement guidance for regional plans will be published by the supported commanders in their TPFDD LOI, prepared during the initial stage of the Plan Development Phase. The Joint Staff will normally issue such guidance. The JOPES Network Operation Control Center (JNOCC) may issue guidance in coordination with the Joint Staff for the areas of database construction, database accuracy, and data transfer and update.

1. To enhance the flexibility and utility of the JOPES database, the TPFDD will be intensively managed and updated to ensure database accuracy for ready execution. This intensive management will include scheduled replacement of UICs that are changed or deactivated, other standard reference files updates, and updates of force lists based on JSCP changes to service force structures, reference (f).

2. Normally, refinement conferences will be attended by representatives of the supported commander, supporting commanders, the Joint Staff, services, Defense agencies, and components.

3. Completed TPFDDs will normally be made available to refinement participants through Joint Staff JNOCC/J-36/Command Systems Operation Division (CSOD) 30 days prior to refinement conferences. Medical working files, personnel working files, planning factors files, ports of support files, and unit consumption factors files will be submitted with the TPFDD.

4. The supported commander certifies that the TPFDD is ready for refinement.

(8) Step 8-Documentation. Concurrent with TPFDD refinement, the supported commander:

(a) Prepares the Plan Summary, Basic Plan, and all required annexes in the format prescribed in CJCSM 3122.03A, JOPES Vol. II, reference (l), (see Figure 2-8).

(b) Produces an updated TPFDD including an update against the most recent TUCHA file. The update against TUCHA is only required if the TPFDD has TUCHA data vice actual data.

(c) Coordinates with the JNOCC for networking of the TPFDD through JOPES ADP to be available to the JPEC for review.

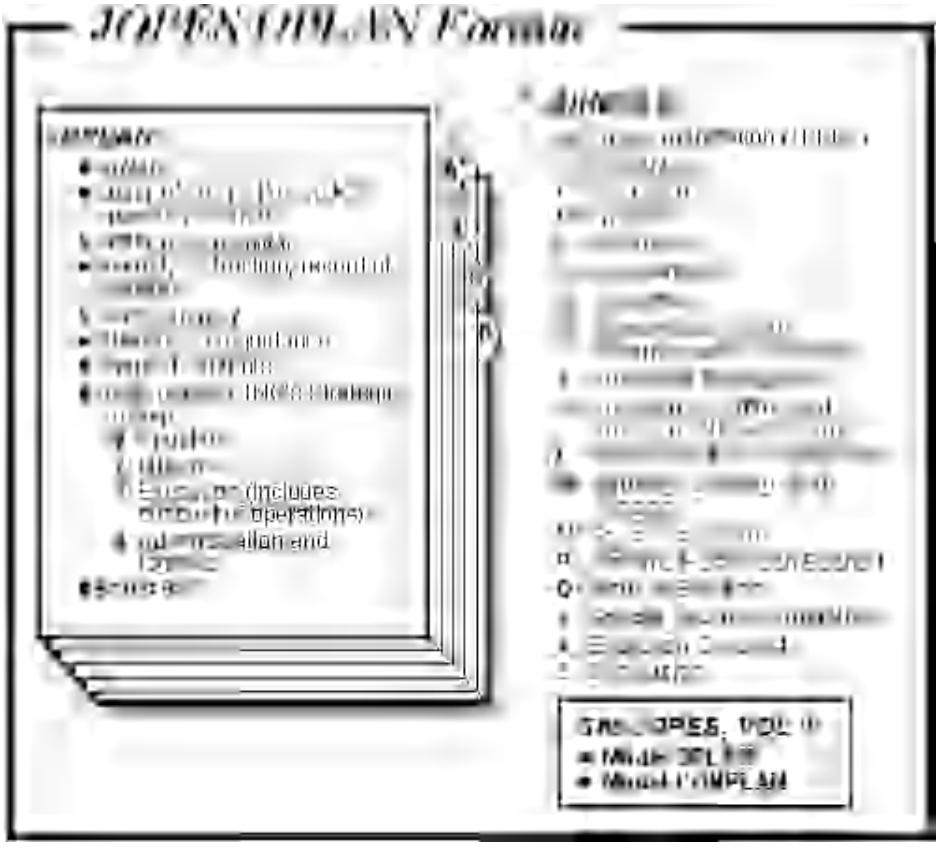


Figure 2-8: JOPES OPLAN Format.

e. Phase IV – Plan Review. During this phase, the Joint Staff coordinates a final review of operation plans submitted by the combatant commanders. It is a formal

review of the entire plan, including the TPFDD, updated medical working file, and appropriate civil engineering support planning files. When an operation plan is approved, it is effective for execution when directed. Approval of the plan is the signal to subordinate and supporting commands to develop their plans in support of the combatant commander's concept. The supporting commanders don't wait until the plan is approved before beginning to develop their supporting plans; they will have initiated development of supporting plans concurrent with the supported combatant commander development of the operations plan.

(1) Sources of Plans for Review. The CJCS has statutory responsibility for reviewing contingency plans. By this authority, the Joint Staff reviews:

(a) OPLANs, CONPLANS, and Functional Plans submitted by the combatant commanders:

1. New plans in response to JSCP, reference (f), or CJCS task assignments.

2. Changes to existing plans.

3. Existing plans recommended for continuation.

4. Existing plans recommended for cancellation.

(b) Bilateral military plans and planning.

(c) Military plans of international treaty organizations.

(d) Other OPLANs that are CJCS designated or requested by a service chief or combatant commander.

(2) Review Criteria. Approval of the operation plan during final review depends on whether it satisfies the CJCS task assignment and demonstrates the effective use of apportioned resources. This is summarized as adequacy and feasibility. In addition, operation plans are reviewed for consistency with joint doctrine and acceptability.

(a) Adequacy. The review for adequacy determines whether the concept of planned operations is capable of satisfying the task assigned in the JSCP, reference (f). The review assesses the validity of the assumptions and compliance with CJCS guidance.

(b) Feasibility. The review for feasibility determines whether the assigned tasks could be accomplished using available resources. The primary factors considered are whether the resources apportioned to the combatant commander for planning by the JSCP, reference (f), and service planning documents are being used effectively or whether they are being exceeded.

(c) Acceptability. The review for acceptability ensures that plans are proportional and worth the expected costs. It joins with the criterion of feasibility in ensuring that the mission can be accomplished with available resources and adds the dimension that the plan can be accomplished without incurring excessive losses in personnel, equipment, materiel, time, or position. Using this criterion, the plans are also reviewed to ensure that they are consistent with domestic and international law, including the Law of War, and are militarily and politically supportable.

(d) Joint Doctrine. Operation plans incorporate appropriate joint doctrine as stated in approved and final draft or test publications contained in the Joint Doctrine Publication System. Incorporation of appropriate joint doctrine when preparing operation plans streamlines adaptation of operation plans to specific crises in crisis action planning and facilitates execution of operations during all phases and operations for crisis resolution.

(3) CJCS Action. Operation plans submitted to the CJCS for review are referred to the Joint Operational Warplans Division, Joint Staff J-7, which conduct and coordinate the final plan review. Other Joint Staff directorates, the services, and defense agencies are consulted as required.

(a) Review Comments. Review comments are categorized as:

1. Execution Critical. Major deficiencies that negatively affect the capability of the plan to meet the JSCP objective, reference (f), and may prevent execution of the plan as written.

2. Substantive. Significant deficiencies that include deviations from CJCS guidance or JOPES formatting, or significant errors involving the TPFDD.

3. Administrative. Clarity, accuracy, and consistency, corrections for such items as outdated references, improper terminology, and other minor errors.

(b) Review Period. Reviews are processed under the provisions of CJSI 3141.01, Responsibilities for the Management and Review of Operation Plans, reference (o). The review should be completed within 60 days of referral. The Director, Joint Staff, may extend the review period if circumstances warrant.

(c) Review Results. Review results are forwarded to the supported commander by memorandum (or message) stating that the plan is given one of the following dispositions:

1. Approved. This means the documents are effective for execution, when directed. Any critical shortfalls within plans that cannot be resolved by the supported commander will be outlined within the review comments and the approval memorandum.

2. Disapproved

(4) Post Review Actions

(a) Incorporating Comments. Within 30 days of receipt of the CJCS review results memorandum, the supported commander sends a message to the CJCS, stating his intentions concerning incorporating all execution-critical comments. A formal change incorporating CJCS execution critical comments to correct resolvable items must be submitted to the CJCS with 60 days of receipt of the review results. Substantive comments must be incorporated into the first change to the operation plan or by the next CJCS review.

(b) Component Command Notification. Within 15 days of receipt of the CJCS review results memorandum, the

supported commander sends a message to the component commands notifying them of:

1. Operation plan approval status.

2. Operation plans replaced, deleted, or changed as a result of CJCS review.

3. Component commands' responsibilities to notify supporting commands and agencies of operation plan effectiveness and tasks.

(c) Supporting Command and Service Agency Notification. Within 15 days of receipt of the supported command's operation plan review notification message, component commanders send a message to all supporting commands and service agencies who are assigned tasks within the plan, relaying operation plan status and effectiveness.

(d) Joint Staff Review. When a formal change is received, the Joint Staff reviews it to verify the incorporation of CJCS comments. The scope of the review is determined on a case-by-case basis.

(e) Supporting Plan Review. The supported commander normally reviews and approves supporting plans prepared by subordinate and supporting commanders and other agencies. Supported commanders advise the CJCS when issues from these reviews cannot be resolved between the commanders concerned.

f. Phase V – Supporting Plans. During this final phase of the deliberate planning process, the supported commander directs the preparation and submission of supporting plans dealing with mobilization, deployment, and employment.

(1) Task Assignment. Paragraph 3 of the operation plan documents the assigned tasks. Component commanders, joint task force commanders, or other agencies will develop supporting plans as appropriate. Many of these commanders will, in turn, assign their subordinates the task of preparing additional supporting plans.

(2) Plan Identification Number (PIN). CJCSM 3122.01, JOPES Vol. 1, reference (a), contains specific guidance for assigning PIN numbers to operation plans entered into JOPES. Supporting plans are issued a TPFDD

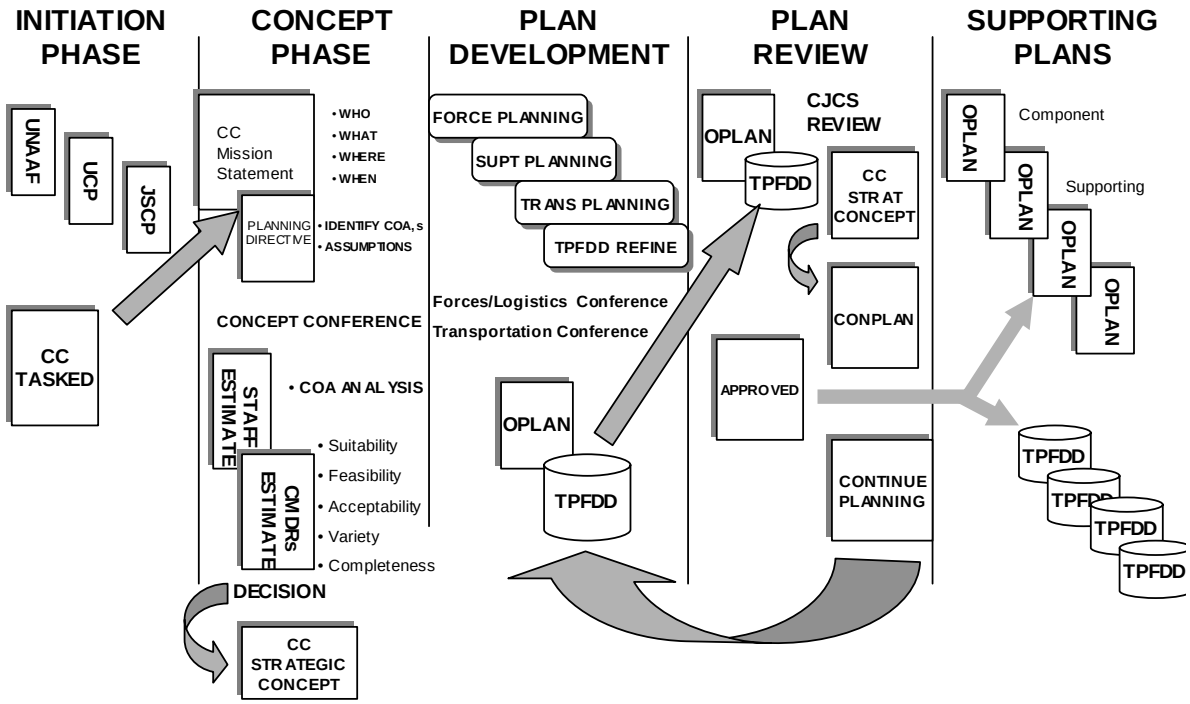
identification number nearly identical to that of the supported plan.

(3) Employment Plans. Employment plans are normally the responsibility of the commander who will direct the forces when the plan is converted into an OPORD and executed. In many cases, however, the political-military situation cannot be clearly predicted; so detailed employment planning may be delayed until circumstances require it.

(4) Annex “V”, produced during the deliberate planning process and approved by the CJCS, will be converted to a strategic concept by an OSD/JS working group for interagency political-military planning. The resulting strategic concept will be staffed by the JS and briefed to the SecDef. When approved by the SecDef, the strategic concept will be presented to the NSC where the interagency planning process will complete the supporting political-military plan, if required.

(5) Supporting Plan Review. Once all required supporting plans are completed and documented, the supported commander reviews them. Supporting plans, when required by the supported commander, will be submitted by the supporting command or agency to the supported commander within 60 days after CJCS/SecDef approval of the supported plan. Information in the supported plan need not be repeated in the supporting plan unless directed by the supported commander. In the absence of CJCS instructions to the contrary, the supported commander will review and approve supporting plans.

g. Summary. Figure 2-9 summarizes the phases of Deliberate Planning.



PLAYERS	PLAYERS	PLAYERS	PLAYERS	PLAYERS
CJCS • Assign Tasks • Apportion Forces **Combatant Cmdr** • Identify new tasks **Services** • Apportion Support Forces **PRODUCTS** JSCP UCP UNAAF Service Planning Documents • WMP • AMOPS • NCMP • MCP	**Combatant Cmdr** • Develop Mission Statement • Develop Commanders Estimate • Approve Strategic Concept **Subordinants** • Develop Estimates • Determine Forces / Resupply • Attend Concept Conf **Services** • Determine Forces / Resupply • Attend Concept Conf • Coordinate **Supporting** •Attend Concept Conf • Coordinate **PRODUCTS** CC's Strategic Concept CONPLAN shell completed after CJCS approval for CONPLAN tasking	**Combatant Cmdr** • Conduct Conference • Develop TPFDD • Prepare OPLAN • Approve OPLAN **Subordinants** • Develop TPFDDs • Attend Conference **Services** • Develop TPFDD • Attend Conference • Coordinate **Supporting** • Develop TPFDD • Attend Conference **PRODUCTS** OPLAN TPFDD	**CJCS** • Review •Approve **Combatant Cmdr** • Address CJCS changes • Coord w ith **Subordinants** • Analyze Changes • Modify OPLAN • Modify TPFDD **Services** • Analyze Changes • Modify OPLAN • Modify TPFDD **PRODUCTS** CJCS Review Coordinating Messages	**Combatant Cmdr** • Develop Supporting OPLANs **Subordinate** • Develop Supporting OPLANs **Supporting** • Develop Supporting OPLANs **PRODUCTS** Supporting OPLANs

Figure 2-9: Five Phases of Deliberate OPLAN Development.

2003. JOPES CRISIS ACTION PLANNING (CAP) PROCESS

1. Crisis Definition. Joint Publication 1-02, DOD Dictionary of Military and Associated Terms, reference (p), defines a crisis as "an incident or situation involving a threat to the United States, its territories, citizens, military forces, and possessions or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of U.S. military forces and resources is contemplated to achieve national objectives." The planning process for crisis action planning is described in this Section, based on the CAP guidance contained in CJCSM 3122.01, JOPES Vol. I, reference (a).

2. CAP Process Overview. Crisis action planning is conducted in response to crises and requires accelerated decisions. While deliberate planning is conducted in anticipation of future hypothetical contingencies where prudence drives a planning requirement, CAP is carried out in response to often rapidly developing specific situations as they occur. In CAP, the time available for planning is reduced to as little as a few days. The overall process of CAP parallels that of deliberate planning, but is much more flexible to accommodate requirements to respond to changing events. CAP procedures promote the logical, rapid flow of information, timely preparation of executable COAs, and communication of reports and recommendations from combatant commanders (CCDRs) up to the President and SecDef; and decisions from the President and SecDef down to combatant commanders. Much like Deliberate Planning, the CAP procedures are categorized into six phases. Each phase begins with an event such as the receipt of a report or order, and ends with a decision or resolution on the crisis. It is important to understand that the time-sensitivity of some critical situations may require so rapid a response that the normal procedural sequence may be altered significantly, i.e., phases may be compressed, repeated, carried out concurrently, or eliminated. Figure 2-10 and the following paragraphs summarize the crisis action planning phases.

Phase I	**Phase II**	**Phase III**	**Phase IV**	**Phase V**	**Phase VI**
Situation Development	Crisis Assessment	Course of Action Development	Course of Action Selection	Execution Planning	Execution
Event					
•Event occurs with possible national security implications	•**CCDR's REPORT/ ASSESSMENT** received	•CJCS sends **WARNING ORDER**	•CJCS presents refined and prioritized COAs to the President and SecDef	•CCDR receives **ALERT ORDER** or **PLANNING ORDER**	• The President and SecDef decide to execute **OPORD**
Action					
•Monitor world situation •Recognize problem •Submit CCDR's ASSESSMENT •Monitor reporting from other agencies.	•Increase aware ness •Increase reporting •JS assesses situation •JS advises on possible military action • The President and SecDef -CJCS evaluates	•Develop COAs •CCDR assigns tasks to sub-ordinates by evaluation re- quest message •CCDR reviews evaluation response messages •Create/modify TPFDD • CDRUSTRANSCOM prepares deployment estimates •Evaluate COAs	•CJCS advises the President and SecDef •CJCS may send **PLANNING ORDER** to begin execution planning before formal selection of COA by the President and SecDef	•CCDR develops **OPORD** •Refine TPFDD •Force preparation	•CJCS sends **EXECUTE ORDER** by authority of SecDef •CJCS sends **EXECUTE ORDER** by authority of SecDef •CCDR executes OPORD •JOPES data-base maintained •JPEC reports execution status •Begin rede-ployment plan- ning
Outcome					
•**Assess** that event may have national implications •**Report** the event to the President and SecDef/CJCS	• The President and SecDef /CJCS decide to develop military COA	•CCDR sends Commander's Estimate with recommended COA	• The President and SecDef select COA •CJCS releases COA selection by the President and SecDef in **ALERT ORDER**	•CCDR sends **OPORD**	•Crisis resolved •Redeployment of forces

Figure 2-10: Summary Of Crisis Action Planning Phases.

a. Phase I – Situation Development. As a matter of routine, organizations of the U.S. Government monitor the world situation. In the course of that monitoring, an event may occur that has possible security implications for the United States or its interests. Monitoring organizations recognize the event, analyze it to determine whether U.S. interests are threatened, and report it to the National Military Command Center (NMCC). Crisis Action Planning procedures generally begin once the event is reported. This phase contains four related variables: the day-to-day situation is monitored, an event occurs, the event is recognized as a problem, and the event is reported. The Situation Development phase ends when the event is reported and the Combatant Commander's Assessment is submitted to CJCS, President and SecDef through the NMCC.

(1) Formal Reports. There are three formal reports produced during this phase of which two could initiate action and the Combatant Commander's Assessment report.

(a) Critical Intelligence Communication (CRITIC).

(b) Operational Report-3 (OPREP-3) PINNACLE. Event or incident report of possible national interest.

(c) OPREP-3 PINNACLE/CCDR's Assessment. If NMCC receives the report from a source other than the commander of the unified command in whose area the event occurred, the NMCC will establish communication with the appropriate combatant commander and request a report. In the Combatant Commander's Assessment report, as much information as possible is provided about the nature of the crisis, the forces readily available, major constraints to possible force employment (to include terrorist threat considerations and force protection requirements), and actions being taken, if any, within existing rules of engagement (ROE). As appropriate, the combatant commander's report also contains a succinct discussion of various COAs under consideration or recommended by the commander.

(2) Other Activities. During this phase the combatant commander's staff reviews applicable plans that may be modified and used to satisfy the crisis. The JOPES database contains all the files for current, complete plans

and the combatant commander reviews plans through GCCS. The GCCS Secure Internet Protocol Router Network (SIPRNET) communications capabilities (Internet Relay Chat (IRC), newsgroups, & e-mail) may be used to allow rapid exchange of information. Other members of the JPEC are gathering information and developing an accurate picture of the crisis event.

PHASE I – SITUATION DEVELOPMENT	
The President and Secretary of Defense and the Joint Staff	• Monitor situation • Evaluate incoming reports • Evaluate actions of the CCDR
Supported Command	• Reports significant event to NMCC • Publishes CCDR's Assessment Nature of crisis Forces available Major constraints Action being taken COAs being considered
Subordinate and Supporting Commands	• Gather intelligence information • Furnish information and support
USTRANSCOM	• Monitors developing crisis
Services	• Monitor developing crisis

Figure 2-11: Summary of Actions During CAP Phase I.

b. Phase II – Crisis Assessment. Phase II begins with a report from the supported commander and ends with a decision by the President and SecDef to return to the pre-crisis situation, or to have military options developed for possible consideration and possible use. Phase II is characterized by increased awareness and reporting and intense information gathering activity. In this phase, the President, SecDef and Joint Chiefs of Staff analyze the situation to determine whether a military option should be prepared to deal with the evolving problem. The combatant commander has categorized the event as a problem of potential national concern. The detail and frequency of reporting increase to give the Chairman and the other members of the Joint Chiefs of Staff information that is needed to evaluate developments and allow them to offer sound military advice to the President and SecDef.

(1) Crisis Assessment Actions. The CJCS coordinates with the President, SecDef, Joint Staff, and the combatant commander.

(a) The President and SecDef. The President and SecDef weigh the diplomatic, military, economic, and political implications of the crisis and determine if military force is required.

(b) The Chairman of the Joint Chiefs of Staff (CJCS). The CJCS, in coordination with the Joint Chiefs of Staff, provides the President and SecDef with an assessment from the military point of view and provides advice on possible military action. Current strategy and existing OPLAN data are reviewed and reports from the combatant commander and other sources are evaluated. If the supported commander has not already established a newsgroup, the CJCS may also establish, or direct the establishment of a crisis newsgroup.

(c) Combatant Commander. After reporting the event and submitting his assessment, the CCDR:

1. Continues to issue status reports as required.

2. Reports significant actions taken within the existing ROE.

3. Continues to evaluate the crisis event.

4. Continues to evaluate the disposition of assigned and available forces.

5. Assesses the employment status and availability of theater transportation assets and the infrastructure to conduct JRSOI.

6. Establishes a newsgroup and announces it by message.

(d) Other Activities. The activities of other members of the JPEC will include:

1. Subordinate and Supporting Commands. Continue to monitor the situation and update reports as applicable.

2. CDRUSTRANSCOM. Reviews the status of strategic lift assets and common-user port facilities and takes action as authorized and appropriate to improve their disposition and readiness.

3. CCDR’s Service Components. Participate in the CCDR's review of available military

forces, when time permits. The service review will include, as appropriate, actions within service purview to improve force readiness and sustainability and to identify potential Reserve Component (RC) requirements. The crisis newsgroup should be monitored continuously.

PHASE II – CRISIS ASSESSMENT	
President and Secretary of Defense	• Decide to develop the military COA
CJCS and the Joint Staff	• Give military assessment to thePresident and Secretary of Defense • Advise on possible military COAs • Review existing OPLANs and CONPLANs for suitability • Review & evaluate reports from CC & other sources • Establish crisis newsgroup as required
Supported Command	• Continues to report status of situation • Evaluates event • Reviews existing OPLANs & CONPLANs for applicability • Evaluates disposition of assigned and available forces • Evaluates status of theater transportation assets
Subordinate and Supporting Commands	• Continue to monitor the crisis
USTRANSCOM	• Reviews status of strategic lift assets
Services	• Evaluate available military force • Act to improve force readiness & sustainability • Identify Reserve component requirement

Figure 2-12: Actions During CAP, Phase II.

(2) Documents Produced During Phase II. At any time during the crisis, the President and SecDef may want to prepare selected units for possible action. Deployment Preparation and Deployment Orders may be issued by the CJCS as specifically authorized by the SecDef. The orders include all necessary information to deploy forces. During this phase, special teams (crisis action teams, crisis response cells, battle staffs, emergency response teams, etc.) are assembled at all levels where a resolution for the problem is being developed. The specific format for these orders is contained in CJCSM 3122.01, JOPES Vol. I, reference (a).

Phase II Crisis Assessment
Event
• CCDR's REPORT/ASSESSMENT received
Action
• Increase awareness • Increase reporting • JS assesses situation • JS advises on possible military action • President and SecDef/CJCS evaluates
Outcome
• President and SecDef/CJCS decide to develop military COA

Figure 2-13: CAP Phase II Summary.

c. Phase III – Course of Action Development. Phase III begins when the President and SecDef decide to develop military options, normally transmitted by a CJCS WARNING ORDER. A military response may be one of several options open to the President and SecDef. This phase ends when the COAs are presented to the President and SecDef in the commander's estimate.

(1) Course of Action Development Actions. Figure 2-14 depicts the actions during Phase III of CAP.

PHASE III – COURSE OF ACTION DEVELOPMENT	
NCA	• Give guidance to the CCDR via CJCS
CJCS and the Joint Staff	• Publish Warning Order Establish command relationships Define tasks, objectives, constraints Either allocate forces & lift or request CCDR requirements Set tentative C-day & L-hour • Commander's Estimate • Monitor COA development • Review commander's Estimate
Supported Command	• Responds to Warning Order • Develops and evaluates COAs using JOPES ADP • Coordinates involvement of subordinates • Releases Evaluation Request message • Reviews existing OPLANs for applicability • Prepares and submits Commander's Estimate to CJCS
Subordinate and Supporting Commands	• Respond to Evaluation Request message • Analyze COAs as directed • Identify Combat, CS, CSS forces and generate movement re quirement estimates • Create deployment database in JOPES for each COA • Coordinate sustainment calculations & movement requirements • Prepare Evaluation Response message
USTRANSCOM	• Reviews CCDR's COAs • Activates Crisis Action Team • Assists in refining requirements • Prepares deployment estimate for each COA • Sends deployment estimate to supported commander
Services	• Monitor COA development • Plan for sustainment • Monitor force readiness

Figure 2-14: Actions During CAP, Phase III.

(a) Activities of the CJCS. During Phase III, the Chairman normally publishes the Warning Order to provide planning guidance message to the supported commander and other members of the JPEC for the SecDef. The Warning Order establishes command relationships (designating supported and supporting commanders) and states the mission, objectives, and known constraints. The Warning Order usually allocates forces and strategic lift or requests the supported commander to develop force and strategic lift requirements using JOPES. A tentative C-day and L-hour are provided in the Warning Order, or the supported commander is requested to propose a C-day and L-hour. Finally, the Warning Order directs the supported commander to develop COAs. The supported command uses JOPES ADP and begins entering preliminary force movement requirements. If a specific COA is already being considered, the Warning Order will be used to describe that COA and request the supported Commander's Assessment. Time permitting; he may direct CDRUSTRANSCOM to develop a Deployment Estimate for analytical purposes. During the preparation of the Warning Order, the Chairman will use available command and control tools to interact with the supported commander to ensure that mission support

requirements are adequately detailed. In extremely time sensitive situations, the Warning Order may be issued orally or even omitted. When the Warning Order is omitted, a Planning Order or Alert Order may be issued. When issued in lieu of a Warning Order, the Planning or Alert Orders will contain the force, strategic lift, and C-day and L-hour information.

(b) Modification to CAP Process. The time sensitivity of some situations may require so rapid a response that the normal CAP sequence may be modified. Accordingly, the Commander's Assessment may serve to indicate his recommended COA; e.g., to function also as the commander's estimate, normally developed in Phase III, COA Development. In this situation, no formal Warning Order is issued, and the next communication received by the supported commander from the Chairman is the Planning Order or Alert Order containing the COA to be used for execution planning. A Commander's Assessment and proposals should be submitted at the earliest possible time to preclude an execution decision that may not consider the commander's position.

(c) Activities of the Supported Commander. In response to the Warning Order, the supported commander works with supported service components, subunified commands, and Joint Task Forces (JTFs) and develops possible COAs using JOPES. The amount of time available for planning governs the level of activity. The supported commander manages the use of JOPES to construct COAs and tasks service component commanders and supporting commanders to evaluate the proposed COAs by releasing an Evaluation Request Message. The supported commander directs a review of existing plans for applicability. Even if not applicable in full, deployment data extracted from existing plans may be useful. Finally, the supported commander prepares and submits his commander's estimate to the Chairman. It contains one or more possible COAs and the supported commander's recommendation. If time permits, multiple TPFDDs are built and deployment estimates are conducted for each COA. In extremely time-sensitive cases, the commander's estimate may be provided orally.

(d) Activities of the Supporting Commanders, Agencies, and Service Components. The supporting commanders, directors of combat support agencies, and service components take action as directed by the supported

commander's Evaluation Request Message. Activities will normally include the creation of combat, CS, and CSS lists to include generation of a movement requirement estimate. Normally, they are directed to provide the required information in an evaluation response message or in JOPES by developing a deployment database. Sustainment planning will be coordinated with the services as directed by the supported combatant commander. Sustainment support available from host nation, allied, or coalition resources should be maximized.

(e) Activities of the Services. The services monitor COA development using JOPES and begin preliminary plans for providing support forces and sustainment. In addition, the services continue to monitor force readiness and requirements for the Reserve Component (RC), taking actions or making recommendations to the SecDef/Chairman, as appropriate. Figure 2-15 summarizes Phase III for CAP.

Phase III Course of Action Development
Event
• CJCS sends Warning Order
Action
• Develop COAs • CCDR assigns tasks to subordinates by evaluation of request message • CCDR reviews evaluation response messages • Create/modify TPFDD • CDRUSTRANSCOM prepares deployment estimates • Evaluate COAs
Outcome
• CCDR sends commander's estimate with recommended COA

Figure 2-15: CAP Phase III Summary.

d. Phase IV – Course of Action Selection. Phase IV begins when CJCS presents refined and prioritized COAs to the President and SecDef and ends when a COA is selected. The primary activity in this phase of CAP rests with the President, SecDef, and CJCS. All other members of the JPEC continue their activities as described in Phases II and III. This phase ends with the President and SecDef

selection of a COA and the decision to begin execution planning. The Alert Order publishes the COA decision.

(1) Course of Action Selection Actions. Actions during this phase are depicted in Figure 2-16 and explained below.

PHASE IV – COURSE OF ACTION SELECTION	
President and Secretary of Defense	• Select COA • Direct execution planning
CJCS and the Joint Staff	• Review and evaluate commander's Estimate • Develop additional COAs as necessary • Present COAs and recommend COA to the President and Secretary of Defense • Issue Planning Order to begin formal execution planning before NCA decision (if necessary) Allocate forces & lift Identify C-day & L-hour • Announce the President and Secretary of Defense decision • Issue Alert Order Describes COA Changes, amplifies guidance in Warning Order Directs execution planning to begin
Supported Command	• Initiates execution planning on receipt of J CS direction • Defines estimates and resolves identified shortfalls
Subordinate and Supporting Commands	• Continue planning • Monitor situation
USTRANSCOM	• Continues planning • Monitors situation
Services	• Continue planning • Monitor situation

Figure 2-16: Actions During CAP Phase IV.

(a) Review of the Commander's Estimate. The SecDef/CJCS, in consultation with the Joint Chiefs of Staff, review and evaluate the commander's estimate. Based on the supported Commander's Assessment, the Chairman prepares to advise the President and SecDef. He may concur with the supported commander's recommended COA in whole or in part, direct the supported commander's development of an additional COA, or may develop and recommend a different COA. The Chairman presents possible military COAs to the President and SecDef and, following their decision, normally issues the Alert Order.

(b) The Planning Order. The Planning Order is a message from the Chairman for the SecDef to the supported commander and other members of the JPEC. The primary purpose of the " Planning Order " is to direct that execution-planning activities begin before formal selection of a COA by the President and SecDef. Used in this manner, the Planning Order saves time by allowing the planning activities described in Phase V to begin, pending a decision by the President and SecDef. The Planning Order

is designed to allow the Chairman additional flexibility in directing military activities taken in response to a crisis. In extremely time-sensitive situations, the Planning Order may be used in lieu of a Warning Order. When used in this manner, the Planning Order will describe a specific COA; direct execution planning activities; and provide the combat force, strategic lift, and C-day and L-hour information normally provided in a Warning Order. The Planning Order will normally not be used to direct the deployment of forces or to increase force readiness. If force deployment is directed, the Planning Order will require approval of the SecDef.

(c) The Alert Order. The Alert Order is approved by the SecDef and transmitted to the supported commander and other members of the JPEC to announce the COA selected by the President and SecDef. The Alert Order will describe the selected COA, or COAs in unique situations, in sufficient detail to allow the supported commander and other members of the JPEC to begin the detailed planning required to deploy forces. The Alert Order will also contain guidance, as needed, to change or amplify the guidance provided in the Warning Order. In extremely time-sensitive cases, the Alert Order may be omitted or issued in lieu of the Warning Order. When issued in lieu of a Warning Order, the Alert Order will contain the combat force, strategic lift, and C-day and L-hour information normally provided in the Warning Order. Figure 2-17 summarizes phase IV.

Phase IV Course of Action Selection
Event
• CJCS presents refined and prioritized COAs to the President and SecDef
Action
• CJCS advise to the President and SecDef • CJCS may send Planning Order to begin execution planning before formal selection of COA by the President and SecDef
Outcome
• President/SecDef select COA • CJCS releases COA selection by the President and SecDef in Alert Order

Figure 2-17: CAP, Phase IV Summary.

e. Phase V - Execution Planning. Execution planning begins when the combatant commander and members of the JPEC receive the Planning Order or the Alert Order. In the execution planning phase, the supported commander transforms the President and SecDef selected COA into an operation order (OPORD). Phase V is similar in function to the plan development phase of the deliberate planning process. The actual forces, sustainment, and strategic transportation resources are identified, and the concept of operations is described in OPORD format. The phase ends when an executable OPORD is developed and approved for execution on order.

(1) Major Tasks During Execution Planning. The execution planning stage encompasses three major tasks: execution planning, force preparation, and deployment posture reporting. During this phase, if the supported combatant command components assess that forces available to conduct the mission are insufficient, the component compiles a capabilities based Request for Forces (RFF) and submits it to the supported combatant commander. The supported combatant commander will compile the components' RFFs and submit a "bundled" RFF to the CJCS for review, approval, and sourcing.

(a) Execution Planning. This is the timely development of an OPORD that can be executed when the

President and SecDef direct. The OPORD is developed by modifying an existing OPLAN, expanding an existing CONPLAN, or building an OPORD from scratch when no plan exists. Understandably, the speed of completion is greatly affected by the amount of prior planning. JPEC actions are the same whether an Alert Order or Planning Order initiates execution planning.

(b) Force Preparation. The deployment posture is changed by direction of the SecDef. This action focuses on the actual units designated to participate in the planned operation and their readiness for deployment. The categories for deployment posture describe the status of troops and equipment, the unit availability to deploy, positioning of units on strategic lift, positioning of transportation support units at intermediate and debarkation ports, etc.

(c) Deployment Posture Reporting. After receiving the CJCS Alert Order, commanders issue situation reports (SITREPs) per Joint Publication 1-03, Joint Reporting Structure, reference (q), to report early attainment of, or deviations from, a specified deployment posture. Newly identified forces report the time that they anticipate attaining the directed deployment posture.

(2) Major Actions During Execution Planning. These actions are depicted in Figure 2-18 and described below.

PHASE V – EXECUTION PLANNING	
President and Secretary of Defense	• Decide to authorize Deployment Preparation/Deployment Order
CJCS and the Joint Staff	• Monitor execution planning • Publish Deployment Preparation or Deployment Order, as directed • Evaluate situation and furnish guidance to continue CAP • Resolve conflicting materiel priorities & transportation shortfalls
Supported Command	• Converts approved COA into OPORD • Reviews force a nd unit-related support requirements • Confirms first increment of movement requirements • Resolves shortfalls and limitations • Notifies JPEC that force requirements are ready for sourcing • Publishes TPFDD LOI
Subordinate and Supporting Commands	• Identify early-deploying forces, assign tasks • Generates movement requirements • Develop supporting OPORDS • Begin SORTS reporting • Identify forces • Schedule movement for self -deploying forces • Identify shortfalls
USTRANSCOM	• Ensures that adequate transportation is available to support approved COA • Develops feasible transportation schedules • May have to focus on first increment of movement • Coordinates changes caused by conflicts and shortfalls
Services	• Determine mobilization requirements • Request authorization to mobilize, if nece ssary • Calculate sustainment • Identify shortfalls • Furnish augmentation forces • Schedule organic movements • Improve industrial preparedness • Begin SORTS reporting for identified forces

Figure 2-18: Actions During CAP, Phase V.

(a) Combatant Commander With Subordinate and Supporting Commands. Emphasis during the phase rests with the combatant commander and subordinate and supporting commanders. The Planning or Alert Order is reviewed for the latest guidance on forces, timing, constraints, etc. Planning done during Phase III, COA development, is updated and adjusted based on any new force, sustainment, or lift requirements. All members of the JPEC act to identify and resolve shortfalls and limitations. The services and the combatant commander's component commanders are sourcing the forces identified for planning. Planning concentrates on the earliest deploying units. Execution planning results in the preparation of the OPORD by the supported combatant commander. The subordinate and supporting commanders prepare supporting OPORDs.

(b) CJCS. CJCS monitors the development of the combatant commander's OPORD in JOPES and resolves shortfalls that are presented. CJCS also reviews the final product for adequacy and feasibility and gives military advice to the President and SecDef on the status of the situation.

(c) U.S. Transportation Command. CDRUSTRANSCOM furnishes effective air, land, and sea transportation to support the approved COA or OPORD by applying transportation assets against the transportation requirements identified by the supported commander. Air and sea channels for movement of non-unit sustainment and personnel are established, and schedules for air and sea are created. Concentration is on the initial increment of movements, i.e. 7 days by air and 30 days by sealift.

(3) Exchange of Reports. The Planning/Alert Order is sent to the supported combatant commander as action addressee with information copies sent to supporting/subordinate commanders. In addition, the TPFDD Letter of Instruction (LOI) and Operation Order (OPORD) are exchanged in this phase.

(a) TPFDD LOI. The supported combatant commander publishes the LOI. It furnishes procedures for deployment, replacement, and redeployment of forces. The LOI expands upon the joint TPFDD LOI contained in CJCSM 3122.02C, JOPES Vol. III, reference (b), and gives more detailed instructions and direction to the components, supporting commands, and other members of the JPEC concerning lift allocation, reporting and validation requirements, and management of TPFDD data pertaining to unique requirements in the supported combatant commander's AOR. CJCSM 3122.01, JOPES Vol. I, reference (a), contains an example of a TPFDD LOI.

(b) OPORD. The supported combatant commander's OPORD is published with a major force list, instructions for the conduct of operations in the objective area, and the logistics and administrative plans for support of the operation. Movement data and schedules are entered into the JOPES database for access by all members of the JPEC. Subordinate and supporting commands develop supporting OPORDs as required by the supported combatant commander. The supported combatant commander transmits copies of the completed OPORD to CJCS to review for adequacy and feasibility. If an OPORD is contrary to the guidance contained in the CJCS Alert Order, or if circumstances change requiring an adjustment in the OPORD, CJCS informs the supported combatant commander of the differences.

(4) ADP Support. The JPEC continues to use GCCS for communication. GCCS allows rapid, collaborative, accurate, and secure data transfer and offers access for file updating. The JPEC uses JOPES procedures and guidance furnished in the TPFDD LOI to build and refine the TPFDD.

(5) Phase V Timing. The procedures in the preceding discussion have been described as occurring sequentially. During a crisis they may, in fact, be conducted concurrently or even eliminated, depending on prevailing conditions. For example, the combatant commander's Assessment in Phase I may serve as the recommended COA in the commander's estimate normally developed in Phase III. In some situations, no formal CJCS Warning Order is issued, and the first record communication that the supported commander receives is the CJCS Planning Order or Alert Order containing the COA to be used for execution planning. It is equally possible that a decision by the President and SecDef to commit forces may be made shortly after an event occurs, thereby compressing greatly Phases II through V. To appreciate fully the usefulness of CAP, it is important to recognize that no definitive length of time can be associated with any particular phase. Note also, that severe time constraints may require crisis participants to pass information orally, including the decision to commit forces. In actual practice, coordination is accomplished via secure means during the entire CAP process. Figure 2-19 summarizes Phase V.

Phase V Execution Planning
Event
• CCDR receives Alert Order or Planning Order
Action
• CCDR develops OPORD • Refine TPFDD • Force preparation
Outcome
• CCDR sends OPORD

Figure 2-19: CAP Phase V, Summary.

f. Phase VI – Execution. The execution phase starts with the President and SecDef's decision to choose the military option to deal with the crisis and execute the

OPORD. The SecDef authorizes CJCS to issue an Execute Order that directs the supported combatant commander to carry out the OPORD. The supported combatant commander then executes the OPORD and directs subordinate and supporting commanders to execute their supporting OPORDs. The Execute Order is a record communication that may include further guidance, instructions, or amplifying orders. During execution, the supported and supporting commanders, service component commander, and Defense Agencies update information in the JOPES deployment database. CDRUSTRANSCOM monitors and coordinates the deployment, per the supported combatant commander's force and sustainment priorities. Members of the JPEC report movement of forces in the deployment database. Lift requirements must be verified daily to the supported combatant commander, and validated by him to CDRUSTRANSCOM. Commanders must track the status of deploying units, and report arrival of forces in theater, to allow the supported commander to predict force closure and begin employment. Proper supervision of the deployment, at each level, is critical to successful deployment operations. Phase VI continues until the crisis is resolved and forces are redeployed.

(1) Actions Taken During Phase VI, Execution. During the execution phase, changes to the original plan may be necessary because of: tactical and intelligence considerations, force and non-unit cargo availability, availability of strategic lift assets, and POE and POD capabilities. Therefore, ongoing refinement and adjustment of deployment requirements and schedules, and close coordination and monitoring of deployment activities are required. The JOPES deployment database should contain at least the following information at the time of OPORD execution: sourced combat, combat support, and combat service support requirements for assigned and augmentation forces; integrated critical resupply requirements identified by supply category, POD, and LAD; and, integrated non-unit personnel filler and casualty replacements by numbers and day. Practical considerations require that planning concentrate on the first seven days of air movement and the first 30 days of surface movement. Major changes to deployment plans with effective dates more than about seven days or so in the future will have very little impact on the scheduling process; however, changes with effective dates of seven days or less may adversely affect the timely development of the airlift flow schedule.

Adding requirements within those management windows may cause delays in other scheduled movements.

(a) CJCS publishes the SecDef Execute Order that defines D-day and the resource allocation and directs execution of the OPORD. Throughout execution, the staff monitors movements, assesses achievement of tasks, and resolves shortfalls as necessary.

(b) The supported combatant commander executes the Order and transmits his own guidance to subordinates and supporting commanders. The combatant commander also monitors, assesses, and reports the achievement of objectives; ensures that data are updated in the JOPES database; and revises plans, redeploys, or terminates operations as necessary. Depending on the size and complexity of the operation, the supported combatant commander's staff and those of the subordinate and supporting commands may be required to perform additional detailed planning specific to termination and redeployment operations.

(c) The subordinate and supporting commanders execute their combatant commander directed OPORDs, revalidate the sourcing and scheduling of units, report movement of organic lift (non-common user lift), and report deployment movements on the JOPES database. Subordinate commanders conduct the operation as directed. Service component commanders fulfill their responsibilities to sustain their service forces in the combat theater. CDRUSTRANSCOM components validate transportation movement planned for the first increment, adjust deployment flow and reschedule as required, and continue to develop transportation schedules for subsequent increments. Both status of movements and future movement schedules are entered in the JOPES database. Figure 2-20 summarizes the activities of the JPEC during this phase of CAP.

PHASE VI – EXECUTION	
NCA	• Authorize release of Execute Order
CJCS and the Joint Staff	• Publish Execute Order to Direct deployment & employment of forces Set D-day & H-hour (if necessary) Convey essential information not contained in the Warning & Alert Orders • Monitor deployment & employment of forces • Resolve or direct resolution o f conflicts
Supported Command	• Executes OPORD • Monitors force deployment • Validates movement requirements in increments • Resolves, reports shortfalls • Controls employment of forces • Issues Execute Order to subordinates • Updates deployment status
Subordinate and Supporting Commands	• Executes supporting OPORDs • Continue to furnish forces • Report movement requirements
USTRANSCOM	• Manages common -user transportation assets for transportation of forces and supplies • Reports progress of deployment To CJCS and CCDR • Reports li ft shortfalls to CJCS for resolution
Services	• Sustain forces

Figure 2-20: Actions During Phase VI.

(2) Exchange of Reports. Two communications are exchanged in this phase: the CJCS Execute Order addressed to the supported combatant commander with copies to the other members of the JPEC, and the supported combatant commander's Execute Order addressed to subordinates and supporting commanders.

(a) The CJCS Execute Order is the authorization by the President and the SecDef to execute the military operation. Ideally, the execution will follow the procedures outlined in the preceding phases of CAP. Information will have been exchanged in OPREP-1 Combatant Commander Assessment Reports and Commander's Estimates, guidance will have been received via the CJCS published Warning and Planning Orders; preparation will have been permitted using the Deployment Preparation/Deployment Orders; formal direction will have been received in the SecDef authorized Alert Order. Following these procedures, the most current guidance will have been given, periodic updates will have been received, and modifications reflecting changing conditions will have been issued as necessary. This is the preferred exchange of information.

(b) In a fast-developing crisis the CJCS Execute Order may be the first record communication generated by CJCS. The record communication may be preceded by a voice announcement. The issuance of the Execute Order is time-sensitive; the format may differ depending on the amount of previous record correspondence

and applicability of prior guidance. Information already communicated in the Warning, Planning, or Alert Orders is not repeated. Under these conditions, the Execute Order need only contain the authority to execute the operation and any additional essential guidance, such as the date and time for execution

(c) The recommended format for the Combatant Commander's Execute Order to subordinates and supporting commanders is in CJCSM 3122.01, JOPES Vol. I, reference (a). This follows the receipt of the CJCS message; it may give the detailed planning guidance resulting from updated or amplifying orders, instructions, or guidance that the CJCS Execute Order does not cover.

Phase VI Execution
Event
• President and SecDef decide to execute OPORD
Action
• CJCS sends Execute Order by authority of SecDef • CCDR executes OPORD • JOPES database maintained • JPEC reports execution status • Begin redeployment planning
Outcome
• Crisis resolved • Redeployment of forces

Figure 2-21: CAP Phase VI, Summary.

2004. REDEPLOYMENT PLANNING AND EXECUTION. Redeployment operations are dependent on the supported combatant commander's defined end state, concept for redeployment, or requirement to support another combatant commander's concept of operations.

1. Redeployment Definition. Redeployment is defined as: "The transfer of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing."

2. Redeployment Planning

a. Mission Requirements. Redeployment of joint force assets may be required at any point during mission execution. Redeployments are planned and executed based on mission requirements and are normally conducted to: re-posture forces and materiel in the same theater; to transfer forces and materiel to support another combatant commander's operational requirements; or most often, to return personnel, equipment, and materiel to the home and/or demobilization station upon completion of the mission. All systems and procedures used during deployment operations apply to redeployment operations. One key difference is that redeployment operations focus on reestablishing joint force readiness in addition to redeployment mission requirements. Redeployment planning to return a joint force to that home and/or demobilization station upon completion of its mission must be an integral and early part of joint force employment planning and should be coordinated with mission termination or transition plans.

(1) Identifying Redeployment Requirements. Force redeployment requirements, like deployment operations, are mission based and developed during the joint operation planning process. The supported combatant commander adjusts the basic TPFDD LOI as necessary to plan and execute redeployment operations and determines redeployment movement priorities. Forces and materiel most often may not redeploy in the order used for deployment, because of continuing operational missions or transition requirements. Generally, unit movement requirements for redeployment to the home and/or demobilization station are based on actual deployment movements minus those items of equipment that were destroyed, captured, lost, or transferred to in theater war reserve materiel (WRM). Specific movement requirements are determined through the validation process.

(2) Commander's Intent for Redeployment. The commander's intent for redeployment is normally detailed in the redeployment plan. Additionally, all or part of the supported combatant commander's intent may also be articulated in the command redeployment policy. The supported combatant commander's redeployment policy may direct the sequence for redeployment of units, individuals, and materiel and provide guidance on responsibilities and priorities for recovery activities. The redeployment policy may also provide guidance on transition

requirements, personnel actions, or host nation support (HNS).

(3) Identification of Support Activities. In order to conduct effective and efficient redeployment operations, specific individuals, units, equipment, and supplies must be identified and allocated to support the redeployment operation. Additionally, the supported combatant commander must identify an organizational structure early in the planning process to control and execute the redeployment. Medical care, life support, and other services, as well as supplies and materiel, must be provided to redeploying units and organizations until redeployment is completed. Host nation and contract support play a vital role in redeployment operations. Coordination must be made for various support functions, to include Movement Control Centers (MCCs), communications, material handling equipment (MHE), POE support, and other key support functions. As the redeployment operation progresses, support is incrementally scaled down as the size of the force awaiting redeployment gets smaller.

(4) Time-Phased Force and Deployment Data (TPFDD). Redeployment operations are executed using the TPFDD process. Normally, redeployment TPFDDs are developed with the redeployment plan during force employment planning and updated and refined during redeployment preparations. Redeploying forces are tailored and prioritized for redeployment based on the supported combatant commander’s intent expressed in the plan or redeployment policy. During redeployment preparation, unit movement data is updated to reflect changes to the unit equipment lists caused by combat, maintenance, or supply losses. Unit responsible officers should thoroughly document supply adjustments to unit-related equipment and materiel prior to departure from the theater. Subordinate organizations and component commands must verify unit movement data to the supported combatant commander for redeployment TPFDD validation. CDRUSTRANSCOM develops the redeployment strategic movement schedule after receiving the validated TPFDD from the supported combatant commander.

b. Redeployment Concept. The concept for redeployment is based on the supported combatant commander’s intent for redeployment, mission termination or transition requirements, and the post-redeployment mission of the joint force. The redeployment concept for return of the

joint force to home station should be developed during employment planning to ensure that end state conditions and transition concerns are addressed during the planning process. In addition, the following paragraphs explain several other planning considerations that may impact the redeployment concept.

(1) Priority and Guidance for Recovery Activities. Priorities and guidance for recovery activities are outlined in the redeployment plan or in the supported combatant commander's redeployment policy. Recovery activities are focused on returning the joint force to full readiness while preparing for redeployment and returning control of host nation territory and infrastructure to civil or other authorities. Recovery activities may include: assembling unit elements of the joint force for accountability and maintenance; down-loading and repackaging ammunition and WRM; disposal operations, such as recovery of battle-damaged equipment; decontamination; marking, recovering, and disposing of battlefield hazards, such as unexploded ordnance; proper disposal of hazardous wastes; or repairing critical host nation life support infrastructure (e.g., water purification, sewage treatment, electrical power, or medical). The supported combatant commander establishes priorities and provides guidance to accomplish these tasks as expeditiously as possible, consistent with other joint force mission requirements.

(2) Movement Sequence. The sequence of movement for redeploying personnel, equipment, and materiel is determined based on the redeployment mission; the operational environment and associated force protection concerns; the supported combatant commander's intent or redeployment policy; and, mission handover or recovery requirements. Effective joint operation planning incorporates all of the above into the redeployment concept to develop a movement sequence that is operationally sound, transportation feasible, and meets the commander's intent.

(3) Infrastructure Assessment. Depending upon the lines of communication (LOCs), ports and airfields selected to support redeployment, infrastructure information should be readily available. This information must be updated to reflect any changes to or loss of port or airfield facilities or throughput capacity based on acts of war, terrorism, or vandalism occurring during operations.

3. Redeployment Execution

a. Requirements Validation. Requirements validation for redeployment is conducted using the same process used during deployment operations. Redeploying units confirm readiness, movement available dates, passengers, and cargo details to their higher commands that verify total unit movement requirements to the supported combatant commander. The supported combatant commander receives component redeployment data, merges this data into the redeployment TPFDD, and makes adjustments to the redeployment flow as necessary. Once adjustments are complete, the supported combatant commander validates the lift requirements within the specific TPFDD movement window for CDRUSTRANSCOM movement scheduling by confirming that the TPFDD accurately reflects current movement requirements. CDRUSTRANSCOM conducts a transportation feasibility review and coordinates unresolved transportation conflicts with the supported combatant commander for resolution. The end result of this process is a supported combatant commander approved TPFDD that redeploying units use to prepare for movement. Changes occurring during redeployment or incremental changes affecting units are implemented as required.

b. Movement Scheduling. Movement scheduling is an iterative process conducted at every level of command with the objective of getting the right personnel, equipment, and materiel to the right place at the right time. Once validated TPFDD requirements are received from the supported combatant commander, strategic lift and non-common user lift assets are scheduled and registered in JOPES. These movement schedules are also utilized by commands supporting redeployment operations for movement planning, coordination, and execution. After strategic lift schedules are developed, units and/or installations receive call forward messages directing movement to APOEs and SPOEs in designated time windows. Redeploying commands assess their ability to meet strategic lift schedules, make adjustments, and plan unit moves accordingly. Lift shortfalls and available lift are identified to the Transportation Component Commands (TCCs). Prior to redeployment, movement control elements confirm movement clearances with host nation, state, and governmental agencies.

c. Force Tracking. Force tracking during redeployment operations is vital to joint force readiness. Reconstitution is not complete until the joint force has completed movement through the redeployment pipeline and emerged at the prescribed destination as a fully mission capable force. Unit integrity should be maintained, to the extent possible, and commanders must have the capability to determine the exact location of unit personnel, equipment, and materiel in the event the redeploying force has to be diverted en route for another mission. Redeployment force tracking uses the same systems and procedures as those for deployment operations.

CHAPTER 3

MARINE CORPS FORCE DEPLOYMENT PLANNING & EXECUTION (FDP&E)

3000. INTRODUCTION. This chapter will focus on the Marine Corps FDP&E process and associated activities, which allows our forces to "get to the fight". The *planning* aspect of Marine Corps FDP&E focuses on identifying the requirements necessary to accomplish the assigned tasks and developing a deployment plan that ensures that the arrival of combat power supports the commander's operational plan. The *execution* aspect of Marine Corps FDP&E focuses on the sourcing of the identified requirements and the mechanics of moving Marines and their supplies and equipment from their bases and stations to the theater of operations and on to the tactical assembly areas. FDP&E encompasses the entirety of force development and projection. From situational awareness and COA development, to the reconstitution of the force at home station. The FDP&E process provides the commander with the C2 capability (procedural and near real time) to identify and source his requirements (both operational and logistic) and report his capabilities to accomplish assigned tasks.

3001. CMC POLICY ON THE USE OF JOPES PROCEDURES FOR USMC FDP&E

1. In accordance with U.S. Code Title 10, reference (g), responsibilities, the CMC has directed the use of JOPES for all USMC related deployments, redeployments, and rotations. This approach will improve FDP&E at all levels of command and provide greater visibility of U.S. Marine Corps force movement. Capitalizing on existing joint processes reinforces deployment readiness. JOPES provides policies and procedures to ensure effective management of planning operations across the spectrum of mobilization, deployment, employment, sustainment, and redeployment, and it is the only CJCS-directed system that provides secure in-transit visibility (ITV) for both common and non-common user transportation carriers.

2. In consonance with established doctrine and procedures for joint operation planning the CMC has directed U.S. Marine Corps component commanders of combatant commanders to utilize JOPES, to include the scheduling and movement (S&M) subsystem of JOPES, for all U.S. Marine Corps deployments, redeployments, and rotations in support of combatant commander and service training requirements. JOPES will be utilized for both operations and exercises, regardless of a requirement's transportation mode and source. Deployments include, but are not limited to,

contingency operations, Global Naval Force Presence Policy (GNFPP) Marine Corps requirements, Global Military Force Policy (GNFP) Marine Corps requirements, Unit Deployment Program (UDP) rotations, Combined Arms Exercises (CAX), Weapons and Tactics Instructor (WTI) deployments, Mountain Warfare Training Center (MWTC) deployments, etc. This requirement specifically excludes Reserve drill and annual training.

3002. USMC FDP&E ACTIVITIES OVERVIEW

1. The process that the Marine Corps uses for FDP&E is organized into ten activities. These activities are not necessarily performed in sequential order, but most often occur concurrently.

2. The ten activities of Marine Corps FDP&E are:

a. Receive and analyze the mission

b. Develop the concept of operations

c. Determine requirements

d. Phase deployment flow

e. Source requirements

f. Tailor requirements

g. Validate final movement requirements

h. Marshal and move to POE

i. Manifest and move to POD

j. Receive and move to final destination

3. Figure 3-1 illustrates the top-level Marine Corps FDP&E process. The overlapping shapes in the figure convey the fact that many of the activities may occur simultaneously and often overlap. The first seven activities of Marine Corps FDP&E are associated with or correlate to “Force Deployment Planning”; while the last four activities are normally accomplished in “Force Deployment Execution”.

4. All ten activities are present in the CAP process as described in chapter 2, paragraph 2004 and the first seven are present in the deliberate planning process, as described in chapter 2, paragraph 2003.

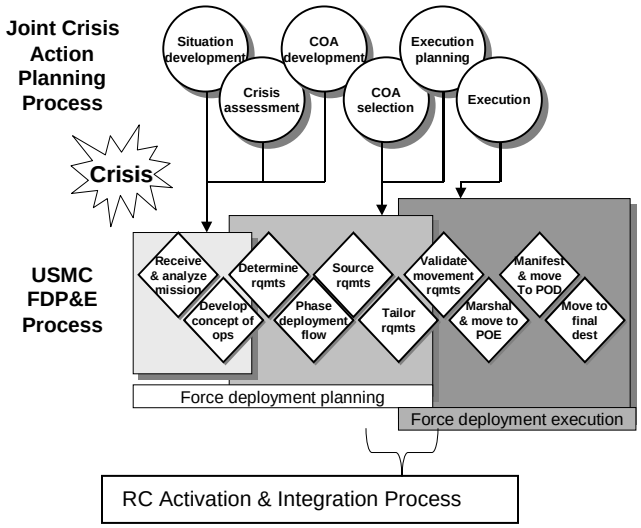


Figure 3-1: Marine Corps FDP&E Process.

5. For each activity, there are a number of specific tasks that need to be accomplished or considered during planning and execution. A matrix illustrating both the activities and tasks to be performed within those activities can be found in Appendix A (Marine Corps FDP&E Process Matrix). This matrix delineates who is “responsible” for the tasks initiation and enforcement, who executes the “action”, and who will monitor the task for “information”. This matrix is intended to be used as a checklist for outlining actions that need to be accomplished during FDP&E. The following is a list of the ten “Activities” and their associated “Tasks” within the Marine Corps FDP&E process.

3003. FDP&E ACTIVITIES AND TASKS

1. Receive and Analyze the Mission

a. Receiving and analyzing the mission includes those tasks associated with the initial stages of planning. An event has occurred that calls for the potential deployment of a capability. The situation develops and the crisis is assessed to the point where the supported CCDR is confident planning should begin on the development of possible military courses of action (COAs).

b. At this point, the supported CCDR assigns a task in some form to his component commanders. This initial task statement could be either a written Alert Order or a verbal order. The component commanders and major subordinate commands (if assigned or attached) will then support the Mission Analysis by activating their planning teams, or crisis action teams (CATs), and setting the force deployment planning process in motion.

c. With the help of planners from the major commands (for example, the MEF or a numbered fleet), the supported CCDR component commanders analyze the mission to determine specified and implied tasks. Each commander ensures that communications connectivity is established throughout the chain of command using the Global Command and Control System (GCCS).

d. As soon as possible in the joint crisis development and assessment phases, the supported CCDR publishes his TPFDD LOI, which provides deployment planning guidance to his component commanders, supporting CCDR's, services, and other agencies. The supported component commanders ensure that the LOI is received at each appropriate level within their forces.

e. Throughout the planning process the component commanders also ensure transmittal of any additional planning guidance, Warning Orders, or Alert Orders received. Planning continues at both the component and major command headquarters to assist the supported CCDR with the development of COAs. The component commanders advise the supported CCDR on capabilities to support probable COAs as they are developed; assessments of supportability are prepared at the lowest level in the chains of command and forwarded to the major commands. The output of this phase is the development of a revised mission statement from the specified and implied tasks assigned by the supported CCDR.

f. The tasks to be accomplished during this activity are:

(1) Execute the MCPP. The MCPP establishes procedures for analyzing a mission, developing and wargaming courses of action (COAs) against the threat, comparing friendly COAs against the commander's criteria and each other, selecting a COA, preparing an OPORD or

operation plan for execution, and transitioning the order or plan to those tasked with its execution (MCWP 5-1).

(2) Convening the Deployment Operations Team (DOT). The DOT is formed to coordinate the planning and execution of the deployment. At a minimum, the DOT is composed of representatives from the Operations, Logistics and Plans sections. Reference paragraph 2001.3.c above. The DOT's primary functions and responsibilities include:

(a) Conduct deployment Mission Analysis.

(b) Develop the deployment concept.

(c) Prepare and disseminate deployment planning guidance.

(d) Assist the deploying unit commander with force and sustainment requirements.

(e) Assist the deploying unit commander with requirements sourcing.

(f) Plan deployment preparation, deployment execution, and deployment orders.

(g) Review and certify the TPFDD.

(h) Review load plan allocations and manifests.

(i) Form the nucleus of the force movement control center (FMCC).

(j) Effect coordination with all supporting and supported organizations.

(k) Maintain a record of all messages and actions pertaining to the deployment.

(l) Serve as the functional experts to the commander on all FDP&E issues.

2. Develop the Concept of Operations

a. The focus of this activity is on the development of a concept of operations (CONOPS) and the refinement of the

mission. Upon notification, the supported CCDR component commanders issue planning guidance. The proper size force for the anticipated operation should be determined quickly, so the deploying unit commanders can be designated.

b. Under the MAGTF construct, once the deploying force command element (CE) is constituted or designated, detailed planning can begin on the CONOPS, which is the focus of this activity and the responsibility of the deploying force commander. If the supported CCDR has already established a JTF for the operation, the deploying force commander will be directed to report to the joint force commander for planning. It is possible that the situation will have developed to the extent that the deploying force size can be specified in the supported CCDR's service component commander's initial planning guidance. If not, the decision must come as soon as analysis of the mission is sufficient to determine the tasks.

c. At the major command level, planning focuses on ensuring the deploying force develops its CONOPS. This concept includes a statement of a commander's assumptions and intentions with regard to the operation he expects to conduct. At this point specific forces/units have not been identified.

d. Movement control centers are activated at each level of command if not already accomplished. Commanders of bases and stations establish operations support groups to coordinate their activities with those of the deploying units. In preparation for the conduct of deployment support operations, the support units will establish control groups at the APOEs and SPOEs. Based on the emerging CONOPS, the supported CCDR develops a restatement of the mission for the President, SecDef and the JCS. Resulting feedback is then used to update and revise the mission as required.

e. The tasks to be accomplished during this activity are:

(1) Develop the Task Organization for employment. MAGTFs are task organized for the missions assigned them, and each MAGTF in turn task organizes its separate organizations to support the MAGTF mission and CONOPS.

(2) Articulate the command relationships for operating forces. War planning command relationships vary

according to each plan and/or supported CCDR. The mission assigned to the MAGTF in various plans has the greatest bearing on command relationships. Therefore, command relationships must be stated in each plan to which forces are apportioned.

(3) Articulate command relationships for Supporting Establishment.

(4) Articulate command relationships for USN Supporting Establishment.

(5) Establish initial report for planning relationships. Planning authority exists at all echelons of command. Forces designated for employment require detailed task organization identification. Subordinate and supporting commanders will specify representative forces for associated force planning. In deliberate planning, within the joint planning community, the primary planning authority is the MARFOR. A MARFOR commander may task a subordinate command with developing portions of a deliberate plan.

(6) Develop force lists (Annex A). After the CONOPS has been developed and approved, the supported commander will develop a “force list” for entry into the TPFDD.

(7) Publish Reception and Force Integration (R&FI) guidance of Reserve Forces and incorporate into appropriate plans. Beginning with the receipt of the report for planning message, which identifies units sourcing the gaining force commanders’ (GFC) force requirements. The GFC will publish R&FI guidance and start to develop the R&FI plan with the assistance of supporting bases/stations, other USMC commands/agencies and external commands/agencies as required.

(8) Determine deployment support requirements to be provided by supporting commanders. The GFC will identify deployment support requirements that the supporting commanders/agencies will need to fulfill to support the R&FI of unit personnel and equipment at the designated GFC’s location; assisting with the transfer of administrative and logistic functions, and other actions as required.

3. Determine requirements

a. Determining requirements includes sizing the force for the operation, and computing sustainment requirements. The supported CCDR's component commanders (with input from subordinate commanders) advise the supported CCDR and/or the supported JTF commander on sizing the force for the operation and clarifying command relationships.

b. Once the deploying force commander has published the CONOPS, major subordinate commanders advise and recommend force and sustainment requirements to accomplish the mission. Once requirements have been determined, the employing force commanders determine the optimal task organization for their forces. The employing and deploying force commanders (who have reported to the JTF for planning purposes) develop their plan, based on the approved CONOPS. These commanders then refine their force structure to support that plan.

c. The force structure, as identified in annex A, is entered into the TPFDD by creating force requirement records. The detailed cargo data for these records is developed based on the tasks assigned to a specified commander. A formal notification is published that these requirements have been developed and are available for sourcing (normally via JOPES newsgroup). Additionally, commanders develop and promulgate their sustainment requirements based on their force structure and assigned tasks. The resulting force structure initially reflects the notional force and sustainment requirements the commanders deem necessary to complete the assigned task. It does not yet provide actual unit cargo and personnel data for determining lift requirements. During this phase, CDRUSTRANSCOM conducts a gross transportation feasibility analysis using the initial force sizing. This analysis includes an assessment of force, time, location, and transportation factors.

d. Develop Force Requirement Number (FRN) for force units/dets specified in the Task Organization.

(1) Components of the supported command, in coordination with supporting commands, translate forces defined in the supported commander's task-organized force list into force records in the TPFDD. FRNs and FMs used to define the force are assigned by supported command

components as initial requirements and entered in the TPFDD. Supported commander's component commands enter the FRN, the UTC, service, recommended PROVORG, EAD, CRD, RDD, routing, and time-phased data associated with POD and destination. The remaining FRNs are then transmitted to supporting commands through a supported commander's RFF message for sourcing.

(2) The FRN is the primary component of the ULN and is comprised of the leading three to five characters, including any blank spaces. (Note: The leading three characters of any FRN are referred to as the "Basic FRN") Supported commands will be responsible for developing force record data.

(3) Component commanders notify the supported command and service counterparts when initial FRNs are entered into the TPFDD and are available for sourcing.

e. The tasks to be accomplished during this activity are:

(1) Develop ULN structure and the associated force requirements to support the CONOPS and task organization

(a) The supported commander, in coordination with supporting commanders, determines the type and quantity of forces consistent with the task organization required to support each COA developed in Phase II of deliberate planning. Supported commands use previously developed deliberate plans and their associated TPFDDs as source documents if deemed suitable for the specific situation. To foster rapid TPFDD development, designated rapid deployment forces should have prepackaged force modules available for timely incorporation into a TPFDD. Upon selection of a single COA in Phase II, final sourcing of approved force lists is accomplished by providing organizations (PROVORG). If unable to source the force, the PROVORG codes the PROVORG field in the ULN with an "X" and notifies the supported command that a shortfall exists.

(b) Supported CCDRs/JTF commanders will allocate blocks of FRNs to their components, organized by service component. Supported command components will structure FRNs to identify their forces that are reflected on the supported commander's force list and require sourcing. Supported command components will provide FRNs

from their allocation to other supporting commands, as needed, to develop additional required forces (e.g., combat, combat support (CS), and combat service support (CSS) forces) not listed in the supported commander's force list. Supporting commands may use fragmentation during the sourcing process provided the original ULN structure assigned by the supported command component is retained.

(c) With the exception of CDRUSTRANSCOM, USSTRATCOM, and USSOCOM, the supported commands assign the first character for FRN/ULNs and FMs to the supported component commands.

(d) To achieve maximum simplicity and flexibility for contingency and exercise TPFDD construction, forces will be entered by service components and providing organizations using FRN/ULN and FM assignments.

(e) Revised FRN/ULN structure will be implemented for all new crisis and exercise TPFDDs. Existing TPFDDs may retain old ULN structures until deleted. Supported commands may direct updates of specific TPFDDs with new FRN/ULN structure when desired.

(f) Supported commands will assign the first character of the FRN/ULNs to be used by their service components. Service components will construct and disseminate standardized structure to their major subordinate commands and the service components of the supporting commands.

(2) Develop initial sustainment requirements

(a) Identifying sustainment requirements requires that the MAGTF commander determine three things: the force to be supported, the duration for which that support is required, and other planning guidance (e.g., safety levels, external support available, and support responsibilities). With this information in hand, the MAGTF commander and his staff coordinate with COMMARCORLOGCOM to compute, by class and sub-class of supply, the sustainment required and the phasing necessary to support the operational concept.

(b) The TPFDD LOI provides the MAGTF commander with technical directions and procedures for the

development, submission, and review of his forces and sustainment. Under the paragraph labeled General Instructions, the MAGTF commander will find essential elements of information, and the duration of the plan for determining the sustainment requirements. This period, specified by the CCDR or JTF commander for each plan, ranges from 30 to 120 days. The length of plan has a profound effect on the sourcing process.

(3) Develop concept of logistics support

(a) MAGTF commander identifies the portion of 60 DOS of sustainment which can be sourced from the MSC's supply assets.

(b) In coordination with COMMARCORLOGCOM, the MAGTF commander determines 60 DOS of sustainment for all classes of supply less aviation peculiar items such as: Classes V(A), VII(A), and IX(A).

(c) The MAGTF commander prepares an initial concept on Class V(W) requirements, which identifies the number of DOA at assault and sustained rates. Compute Class V(W) requirements based on the MAGTF concept of employment.

(d) Using MAGTF II/JFRG II, enter the 60 DOS into the TPFDD.

(e) Source that portion of the 60 DOS of MAGTF sustainment that cannot be sourced from MSC supply assets.

(f) Run the War Reserve System to compute sustainment requirements for supplies to sustain the force beyond the initial 60 DOS of sustainment computed previously.

(g) Source sustainment requirements from force-held assets to the maximum extent possible.

(h) Pass withdrawal plans to COMMARCORLOGCOM for sourcing.

(i) Source unsourced sustainment requirements from service held or service owned stocks.

(j) Determine medical force and medical sustainment requirements.

(4) Determine USMC/USN combat personnel replacement requirements. During COA development, the supported MARFOR develops casualty estimates for each campaign phase based on USMC forces engaged, enemy capabilities and assumed combat intensity. This activity is accomplished using the approved Marine Corps Casualty Estimation Model (CASEST). CASEST is an automated tool used by MARFOR/MEF/Wing (G-1, 3, 4, 5) planners. It is used to evaluate combat scenarios and assist with COA analysis, which assists manpower planners to identify required replacements. Information provided is categorized by grade/MOS/element of the MAGTF and by phase of the operation. CMC (PL, PO, and MPP-60) uses this information to source casualty replacements. CASEST has the capability to model conventional, NBC and Disease Non-Battle Injury (DNBI) casualties.

(5) Determine Initial Individual Augmentation (IA) and backfill requirements.

(6) Determine initial deployment support augmentation and reinforcement requirements to include base, air station and medical treatment facility predeployment requirements.

(7) Determine theater predeployment requirements (to include training, and admin.

4. Phase Deployment Flow

a. Phasing the deployment flow includes determining the order in which units of the deploying force should arrive in theater to ensure that the deployment concept supports the employing force commander’s concept of operations. The supported CCDR component commanders issue additional planning guidance as required, along with guidance for the continued development of the TPFDD and procedures for the use of JOPES. The supported commanders, assisted by higher headquarters staffs, determine the order in which units of the deploying force should arrive in theater. The deploying force commanders, assisted by higher headquarters when required, develop their forces’ organization for deployment.

b. The deploying force's phasing is reflected in the TPFDD by the supported commander's assigned Earliest Arrival Dates (EADs), Latest Arrival Dates (LADs), Required Delivery Dates (RDDs) and Combatant Commander Required Date (CRD). The deploying force is then phased into the theater, based on those movement and delivery requirements. While phasing is being accomplished by the employing and deploying commanders, commanders at the major command level analyze the capacity of supporting bases and stations to handle the throughput required during the deployment to include force protection measures.

c. The tasks to be accomplished during this activity are:

(1) Phase deployment flow via JOPES/MAGTF II

(a) The supported CCDR, in coordination with lift providers, may apportion lift to component commanders for their use in time phasing requirement planning. The supported CCDR's apportionment message specifies the airlift priority; quantity of cargo and passengers, per day, per mode; and ports to be used by each component and supporting command in time-phasing the component TPFDD.

(b) Supporting commands and service components of the supported CCDR will certify to the supported CCDR that all sourcing is complete for the first increment of the deployment flow (first seven days for air and overland, 30 days for sea), and schedule lift and allocate requirements for organic (non-common) movements in JOPES.

(2) Analyze TPFDD for logical and fatal errors. The first deployment increment (usually the first seven days of airlift and overland movement and first 30 days of sealift) is certified for movement scheduling by EAD/LAD. Certification is the execution procedure used by supported command components, supporting commands, and providing organizations to confirm to the supported CCDR and lift providers that all TPFDD records contain no fatal transportation errors and accurately reflect the current status, attributes, and availability of unit requirements. Unit readiness, movement dates, and passenger and cargo details are confirmed with units before certification occurs. Error checks will be accomplished throughout the TPFDD development process at all levels prior to the forwarding of TPFDD information to the next higher level.

5. Source Requirements

a. Sourcing is the association of actual units to the requirements identified in the FRNs. The association of actual unit data and its attendant cargo data transforms the FRN in one or more ULNs. The common activity for the creation of all ULNs is the assignment of a UIC to the record. Sourcing also includes identifying and forwarding un-sourced requirements.

b. At the deploying unit level, notional cargo and personnel data are replaced with accurate, up-to-date data from the unit's Unit Deployment List (UDL) using MDSS II. The units then forward their sourced plans, which are then consolidated and forwarded to higher headquarters. The major commands at the MEF and numbered fleet level direct their major subordinate commands to transfer units, as required, to the deploying force commander. The major commands initiate procedures for the release of war reserve material as necessary for sustainment.

c. At this point in planning, an important task is identifying force and sustainment shortfalls. Unsourced requirements are identified at the deploying force level and passed up the chain to higher headquarters at the major command level. These commanders fill the shortfalls from their on-hand assets to the maximum extent possible, forwarding the remaining unsourced requirements to the service component commanders. At this level, unsourced requirements are first filled from force-wide assets, and then requests are made from service headquarters to fill remaining force shortfalls and for withdrawal of prepositioned war reserve (PWR) for sustainment.

d. If essential requirements are still unfilled by either sustainment or force assets, the appropriate requests are passed to the supporting CCDR and possibly on to the supported CCDR for joint resolution. The CJCS then directs the supported CCDR to perform a risk assessment based on sourced forces, shortfalls, and additional information (such as new intelligence information). Supporting CCDR service component commanders and the JTF commander also participate in this risk assessment. The supported CCDR then resolves deficiencies, reprioritizes, or adjusts the concept of operations to incorporate the relevant factors.

e. The tasks to be accomplished during this activity are:

(1) Source requirements from assigned/attached forces. Upon receipt of the Alert Order or Warning Order, each supporting commander and the service components of the supported commander, review force requirements in the appropriate TPFDD and FM for the COA selected, and source force requirements. Sourcing of supported commander force requirements begins as soon as supporting commanders and service component commanders identify specific units to satisfy the supported commander's requirements.

(2) Identify unsourced requirements and submit a Request for Forces / Capabilities to the supported CCDR. If unable to source the force, the providing organization (PROVORG) codes the PROVORG field in the FRN/ULN with an "X" and notifies the supported command that a shortfall exists. The supporting commands will identify force/capability shortfalls and coordinate resolution with the supported command by submitting a request for forces/capabilities (RFF/RFC) to the supported CCDR.

(3) Submit request for service support requirements.

(4) Request individual augmentation (IA). IA sourcing begins with the COMMARFOR (G1) first using assigned personnel to source IA requirements. If the MARFOR cannot source IA requirements, the shortfall IA requirements are forwarded to the appropriate CCDR for sourcing from one of its other service components. If the CCDR cannot source the requirement, they are forwarded to the JCS (J1) per CJCSI 1301.01C. JCS (J1) coordinates with CMC (M&RA) for sourcing. If the Marine Corps is identified as the service that will source the IA requirement, the requesting MARFOR submits IA requirements to CMC (MPP-60) via the Manpower Requirements Tracking Module (MRTM) of the Marine Corps Mobilization Processing System (MCMPS). MCMPS (MRTM) is used to request, approve and manage all AC/RC IA requirements provided by D/C, M&RA.

(5) CCDR attempts to source from assigned/attached forces. If a supported service component cannot source a force requirement, the supported CCDR will attempt to fill the requirement with other assigned/attached forces under his/her command from other service components.

(6) CCDR builds JOPES RFF/RFC and submits to CJCS. The supported command transmits the refined task-organized force list to components for sourcing with internal forces that do not require a SecDef deployment order (DEPORD). In the case where the supported CCDR does not have the internal forces assigned/attached to complete the mission, he/she will forward a request for forces (RFF) message to the Joint Staff/J-3 for sourcing of external forces that do require a SecDef DEPORD. A RFF message and deployment order are not required when an Execute Order is received for an OPORD with associated TPFDD. Normally, PROVORGs are determined for forces that are assigned to other CCDRs by the Forces For Unified Commands document. Service chiefs and supporting agencies determine providing organizations for forces that are not assigned to the CCDRs. Supported service component commanders enter appropriate PROVORG codes for force requirements after coordination with the supporting command's components and/or service chiefs.

(7) CJCS vets, prioritizes, staffs and routes to force providers. Upon receiving the RFF, the JCS will staff and send the RFF to supporting CCDRs to coordinate the source of the force requirements. The supporting Marine component commander staffs the Marine Corps portion of the RFF to CMC (PO) and COMMARFORRES for appropriate action.

(8) Develop and submit recommended sourcing solutions. Supporting CCDRs with supporting Marine component commanders will submit the Marine Corps recommended sourcing solutions to the JCS for selection and approval.

(9) CJCS issues DEPORD for SecDef approved sourcing solution. Upon completion of sourcing action and approval by the CJCS, the RFF DEPORD is submitted to the SecDef for approval. Upon approval by the SecDef, DEPORD is released.

(10) Issue "Report For Planning" message. The supported COMMARFOR issues a "report for planning" message" to supporting COMMARFORs and other commands and agencies as appropriate directing them to report to the gaining force commander (GFC) for planning.

(11) Supporting CCDR and MARFORs issue DEPORDs. The supporting CCDR will direct sourcing of USMC force

requirements to the supporting component commander (COMMARFOR). The supporting CCDR and supporting component commander issue DEPORDs directing the deployment and transfer of the sourced units.

(12) Request CMC direct USMCR activation. The supporting COMMARFOR will request CMC direct USMCR activation.

(13) Request authority to activate/mobilize USMCR forces. CMC (PO) will prepare USMCR units' activation packages for the CMC, SecNav and SecDef approval. The basis for this request is the CCDRs RFF that supports the appropriate SecDef DEPORD.

(14) Receive authority, via CJCS and SECNAV, to mobilize/activate USMCR units.

(15) Issue Total Force Manpower Guidance. CMC (MP) will issue a USMC Total Force Manpower Guidance message that establishes specific manpower reporting/unit diary instructions and other manpower information to support activation of USMCR unit members and individuals.

(16) Direct COMMARFORRES to activate units. CMC (PO) issues an activation message to COMMARFORRES and informs other commands and agencies (as appropriate) directing USMCR unit(s) to report for activation as stated in the CMC (PO) activation message. This CMC (PO) issued message establishes a supporting MARFOR and COMMARFORRES supported/supporting relationship to ensure post-activation tasks are accomplished.

(17) Report activation per MCO P3000.19 (MAID-P).

(18) Required SORTS update.

(19) Activate other RC/RETIREE requirements. To source validated individual augmentation (IA) manpower requirements, combat replacements, individual fillers for AC and activated USMCR units, Individual Mobilization Augmentee (IMAs) requirements and other manpower requirements for as directed.

(20) Create and certify force flow movement data for sourced requirements.

(21) Identify capability-sourcing shortfalls. During this process, the supporting commands identify capability-sourcing shortfalls and coordinate resolution with the supported command.

(22) Assess risks associated with any un-sourced requirements.

(23) Establish funding source responsibility for activated USMCR units. Per MCO P3000.19, MAID-P, reference (d), annex W.

(24) Source individual combat replacements. CMC (MP) and the supported COMMARFOR (MEF) collaborate during COA development to determine the combat replacement requirement (by grade, MOS and element of the MAGTF). Based on the type of combat (intense, medium, low), geographic location, time of year, and enemy capability that would prevent the MAGTF from accomplishing its mission (and following COA selection), D/C, M&RA identifies AC/RC Marines to source combat replacements. The Marine Corps IRR is the primary source HQMC will use to source combat replacements. CMC (MP) conducts analysis to determine availability of population to support requirement. Feedback is provided to MARFOR (MEF).

(25) Source individual combat replacements' ICCE. The individual equipment issue policy during Reserve activation is covered in MCO P3000.19 (MAID-P) appendix 2 to annex D.

(26) Report Initial Remain Behind Equipment (IRBE). Early deploying unit commanders report IRBE to higher headquarters. Equipment remaining from an MPF or NALMEB deployment will be considered IRBE. Marine Corps RBE is defined as: That organic operating force equipment that remains behind when units deploy as part of a MAGTF using prepositioned equipment and is declared by the MARFOR commander as in excess of requirements to the COMMARCORLOGCOM.RBE must be reported to LOGCOM 30 days after the start of the deployment.

(27) Source Deploying Unit Commander (DUC) equipment from IRBE. IRBE represents the most significant source within a MARFOR to fill unit T/E deficiencies, replace unserviceable PEIs, and support Marine Corps sustainment requirements. IRBE is available to the MEF and

MARFOR commanders to satisfy materiel requirements of active component and activated SMCR units.

(28) Identify remaining equipment shortfalls to LOGCOM for sourcing.

(29) Source remaining equipment requirements.

(30) Source equipment requirements via other service components.

(31) Report final RBE to LOGCOM. The MARFORs and MARFORRES will declare the quantity and condition of RBE (i.e., I-RBE which remains after redistribution) to COMMARCORLOGCOM by message, per MCO P4400.150E, Consumer-Level Supply Policy Manual, reference (r), and MCO P4400.151B, Intermediate-Level Supply Management Policy Manual, reference (s), no later than 60 days after the first deployment of forces. The COMMARCORLOGCOM will provide disposition instructions as appropriate.

(32) Request appropriate Force and Activity Designator (F/AD) status.

(a) F/AD I assignments are reserved for those forces, units, activities, projects, or programs that are most important militarily in the opinion of the CJCS and must be approved by the SecDef. F/AD I requests will be submitted to the Joint Material Priorities and Allocation Board (JMPAB) under signature of a general/flag officer or senior executive service member through HQMC (LP) as part of the annual review process. During contingencies or emergencies, requests to upgrade to F/AD I will be submitted through the CCDR to the JMPAB, rather than through the service headquarters. The JMPAB will act upon F/AD I upgrade requests related to contingencies and emergencies within 24 hours. Nomenclature association of any single unit or program with the F/AD I level designator is classified secret. Reference MARADMIN 092/02, Interim policy clarification for Uniform Material Movement and Issue Priority System (UMMIPS) – F/AD.

(b) COMMARFORs are delegated authority to assign F/AD II through V. HQMC (LP) will continually monitor assignments to ensure compliance with the intent of Uniform Material Movement and Issue Priority System (UMMIPS).

(c) Units are authorized to upgrade to a higher F/AD 30 days prior to deployment and will remain at the higher F/AD for 90 days upon completion of the deployment. In order to maintain readiness, requisitions submitted under the higher F/AD will not be downgraded to a lower priority after termination of the higher F/AD.

(d) Combat training commands, to include combat and combat service support schools (e.g. MCCES, MCCSSS, SOI) are authorized to operate at F/AD III. F/AD waivers that combat and combat service support training commands currently maintain to operate at F/AD III are not required.

(33) Approve new F/AD status.

(34) Decide whether new Activity Address Code (AAC) for AC/RC unit is appropriate (related to employment of detachments).

(35) Change Tactical Address Code (TAC) 1 and TAC 2 addresses.

(a) Each military service is required by DOD 4000.25-D, DODAAD to designate a service point (SP) to control the contents of that service's portion of the directory and to ensure compliance with standard DODAAD procedures. The SP for the Marine Corps is:

Commanding General
Code 580-A
Marine Corps Logistics Base
Albany, GA 31704-5000
Telephone: DSN 460-6574/6575
Commercial 912-439-6574/6575

(b) Units are required to review and validate their addresses on a continuing basis and assure that all address information contained therein is accurate and current. Report any modifications required. Requests for modification of address shall be forwarded to the SP identified above and shall include:

1. A TAC 1 address to be used for mailing materiel (parcel post) or documentation and also used for continental United States (CONUS) freight shipments, if no

TAC 2 is listed, and may be used for billing if no TAC 3 is listed.

2. A TAC 2 address to be used for freight shipments (when the in-the-clear freight shipping address differs from the TAC 1) and military service consignment publications. TAC 2 is required for all overseas activities, to include break bulk point (BBP), air terminal identifier (ATI), and port designator (PD) codes. Assistance in determining the proper ATI or PD assignment should be obtained from the Traffic Management Office (TMO) supporting the deploying unit.

(36) Source deployment support augmentation requirement.

(37) Issue Contingency Training Equipment Pool (CTEP)/Special Training Allowance Pool (STAP)/NBC gear to AC/RC units as required.

6. Tailor Requirements

a. Tailoring is the final determination of exactly what each unit commander intends to take with him when his unit deploys. Tailoring focuses on two activities: refining and providing accurate lift requirements, and adjusting the phasing of forces into theater. These activities are accomplished by the supported commander and his component commanders.

b. A unit’s embarkation database must be current enough so that upon sourcing, the unit requirements can be tailored to reflect an accurate unit deployment list of equipment and supplies as well as an accurate personnel manifest roster. Actual quantities of prescribed loads and accompanying supplies may change to meet alternative missions and tasks, as well as lift constraints. Therefore, tailoring is a separate activity from sourcing that includes adjusting the flow of forces by making adjustments to the TPFDD based on changes in the developing tactical situation. Once fully sourced and refined, the TPFDD can be used by USTRANSCOM to calculate gross lift requirements in support of deployment planning.

c. The principle task to be accomplished during this activity is to refine force/sustainment requirements based on mission refinement. The supported COMMARFOR will be

continuously refining force and sustainment shortfalls and coordinating resolution with the supported CCDR. Forces refinement is conducted in coordination with supported and supporting commanders, services, the Joint Staff and other supporting agencies to confirm that forces are sourced and tailored within established guidance and to assess the adequacy of the combat support and combat service support sourced by the services.

7. Validate Movement Requirements

a. The validation process includes verifying that the stated requirements are still required, and verifying that the TPFDD information is correct and free from all logical and fatal errors. At this time, the CONOPS is refined into an OPORD. When the President/SecDef decide to deploy the joint force, a CJCS DEPORD/EXORD is transmitted to the supported CCDR, who in turn directs the deployment of the force. At the supported CCDR's order, the supported CCDR service component commanders direct the actual deployment of forces.

b. If not previously directed, the deploying force commanders assume OPCON of their forces. The first increment of the TPFDD for the deploying forces must now be validated in JOPES to enable lift providers to schedule lift assets against those movement requirements. The first increment of the TPFDD normally includes the first 7 days of airlift and the first 30 days of sealift. Final validation begins at the deploying unit level and progresses up the chain to the supported CCDR, who actually validates that the sourcing of requirements meets his needs and reports to lift providers his movement requirements.

c. This validation process involves three key steps:

(1) The deploying unit commanders certify that the deploying personnel and cargo are ready to execute deployment, and the force and sustainment sourcing of requirements reflected in the TPFDD accurately identifies:

(a) The detailed cargo and personnel data of the deploying unit.

(b) The movement of the forces and sustainment from the origin to the POE.

(c) The mode and source of transport from the POE to POD and to the final destination/tactical assembly area.

(2) The supported unit commander ensures that the certification by the supporting commanders is consistent with their requirements to the supported joint force commander.

(3) The supported CCDR validates the entire requirement to the appropriate lift provider for lift scheduling. Throughout the process, the use of GCCS newsgroups and DMS message traffic will be used to expedite all the actions associated with validation.

d. Logistics Movement Control Centers (LMCC) are now established by the deploying forces and their movement control centers. These organizations finalize contracts and schedules for moving forces from origin to POE. If organic airlift/non-common lift is being used, the movement control centers schedule organic tactical aircraft and lift assets for self-deployment, ensuring the coordination of arrival times in theater with the final validation of the TPFDD.

e. If not conducted earlier, planning for the movement of deploying units from the POD to the final destination in the theater of operations takes place. The deploying commanders do this planning with assistance from higher headquarters.

f. The CCDR component and major command planning staffs monitor the execution, providing direction and assistance, and schedule required lift with lift providers. Movement control centers coordinate and direct the physical movement of forces. The key activity in this period is load planning at the deploying unit level.

g. Once lift providers schedule lift against the first increment of the TPFDD, the deploying force planners allocate ULNs to those specific carriers. Deploying force planners allocate their individual units to available lift and plan the actual loading that will take place at the POEs. They also provide final lift data to the movement control centers. Movement control centers have the responsibility for finalizing the convoy schedules for the movement of units from origin to POE.

h. Once load planning is completed at the deploying unit level, it is reviewed for accuracy by higher headquarters. Any outstanding lift shortfalls based on the first increment assignments of lift are forwarded up the chain to the CCDR service component where they are reflected in JOPES.

i. The tasks to be accomplished during this activity are:

(1) Supported CCDR validates movement requirements and sourcing. The supported CCDR in conjunction with supporting commanders, validate the first 7 days of the TPFDD to level IV detail. Work will be completed per timelines established by the supported CCDR.

(2) Lift provider schedules and allocates lift to the requirements. Movement scheduling begins after the TPFDD has been validated and locked. No movement scheduling is done until a calendar date for C000 has been established. Movement schedules created by the common lift providers (AMC, MSC and Surface Deployment Distribution Command (SDDC)) attempt to match the TPFDD RDDs. As the movement schedules are created, a carrier is allocated to each validated ULN. The movement schedules with allocations are added to the JOPES TPFDD for the OPLAN.

(3) Conduct and validate load plans by mode and source. Refer to paragraphs g and h above.

(4) Pre-manifest ULNs to allocated lift. Carriers are normally scheduled in JOPES 96 hours prior to departure. At the time of posting in JOPES, the MARFOR will direct the DUC/MAGTF commander to pre-manifest ULNs within 24 hours. Pre-manifesting refers to the entry of refined requirements of PAX, short tons (STON), and/or measurement ton (MTON) allocation data associated with carrier schedules. This data is taken from unit load plans and automated UDL data, is updated and finalized for the carrier, and reported to higher headquarters. When pre-manifesting is complete, an entry will be placed in the scheduling and movement (S&M) carrier comment field per the CCDR’s supplemental LOI guidance. This entry will alert CDRUSTRANSCOM that a post allocation action has occurred.

(5) Schedule organic moves/non-common user lift.

8. Marshal and Move to POE

a. During this phase, the lead units of the deploying force marshal at their bases and stations, where they are inspected and then transported/moved to the POE. Upon arrival at the POE, the deploying units stage in preparation for boarding the ships and/or aircraft that will transport them to the theater of operations. Movement from origin to the POE is coordinated and controlled by the movement control centers. Standing contracts for commercial transportation are now executed, and frag orders are issued to those units controlling required movement support assets. As the deployment progresses, successive increments of the deploying force marshal, move, and stage in order.

b. The TPFDD continues to be validated at all levels in successive increments in the same manner as the first increment.

c. During the actual movement, the movement control centers supervise the activities of liaison groups at the various railheads, seaports, and airfields where embarkation takes place. In transit visibility tools are used at all levels within the MAGTF. In transit visibility tools include Radio Frequency Identification (RFID), Automated Information Technology (AIT), etc. They are designed to be used by units at every level to monitor the status of the movement; and they are used MDSS II to interface to ITV systems used by CDRUSTRANSCOM's TCC's.

d. The tasks to be accomplished during this activity are:

(1) Select Unit Marshalling Area. A unit marshalling area is a centralized location large enough to stage personnel, vehicles, supplies, and equipment to be organized and prepared for movement. If space is limited, a movement schedule must be established to phase the movement through the marshalling area.

(2) Activate Movement Control Center

(a) MARFOR HQ MCC keeps the component commander informed of the status of subordinate unit

movements. It also coordinates and prioritizes force deployment requirements with CDRUSTRANSCOM.

(b) During a major deployment, the MEF commander will activate a Force Movement Control Center (FMCC), a LMCC, Unit Movement Coordination Center (UMCC) to coordinate all strategic, operational, and tactical lift requirements for land and air forces. The FMCC is normally staffed by members of the MEF CE (AC/S) G-4 (SMO). The FMCC will coordinated all strategic lift to move the forces from the APOEs and SPOEs to the APODs and SPODs, and will facilitate LMCC representation at the theater joint movement center.

(3) Load conveyances as outlined in load plan.

(4) Conducts R&FI of AC/RC unit. Refer to MCO P3000.19, MAID-P, reference(d), Annex P.

(5) Exercise command/support per CMC guidance.

(6) AC/RC units transfer equipment to GFC.

(7) Effect transfer of Activity Address Code (ACC).

(8) USMCR units employed as detachments transfer (Z2M) equipment to GFC.

(9) Provide life support.

(10) Report Force Integration/assumption of OPCON per CMC guidance.

9. Manifest and move to POD

a. As the units arrive at the POE, the deploying forces finalize the manifests. As units actually board transportation, each ULN is recorded and the manifest data are uploaded into JOPES. Individual ship/aircraft loads are manifested into GTN per the supported commander’s phasing concept, self-deploying aircraft and lift assets depart for the operational theater, using a combination of intermediate bases and en route air refueling.

b. Manifest information is also made available to CDRUSTRANSCOM to enable the most efficient use of transportation assets when changes are made. Movement

visibility is assured through the timely and accurate input of data into the Scheduling and Movement (S&M) sub-system of JOPES.

c. The tasks to be accomplished during this activity are:

(1) Submit manifest data/load documentation. The deploying force commander is responsible for ensuring accurate manifest data. Normally, the commander responsible for operating the POE is responsible for entering actual manifested ULN passenger and cargo information into JOPES during execution. CDRUSTRANSCOM TCCs are responsible for entering actual manifest information when TCCs control port operations. The service component or supporting command providing the unit is responsible for entering actual manifest information when CDRUSTRANSCOM TCCs are not operating ports. The command operating the APOE enters final manifest information into JOPES not later than 2 hours after aircraft departure. The command operating the SPOE enters final manifest information into JOPES not later than 24 hours after ship departure or 48 hours before ship arrival at SPOD, whichever is first. Further guidance can be found in CJCSM 3122.02C, JOPES Vol. III, reference (b).

(2) Report change of operational control (CHOP) to CCDR.

(3) Report force closure. Force closure is the point in time when a supported commander determines that sufficient personnel and equipment resources are in the assigned area of operations to carry out assigned tasks.

10. Move to Final Destination

a. As the deploying units arrive at the POD, ITV systems are used to report arrival. Movement control centers also coordinate in theater transportation support as required.

b. The tasks to be accomplished during this activity are:

(1) Total force movement to TAA.

(2) Capture, record, and report costs.

CHAPTER 4

LOGISTICS AND FORCE SUSTAINMENT

4000. INTRODUCTION. This chapter provides information on logistics functions performed in support of MAGTF deployment planning and execution, to include planning guidelines for identifying and sourcing sustainment requirements.

SECTION 1: LOGISTICS SUPPORT CONCEPTS AND RESPONSIBILITIES

4100. PURPOSE. The purpose of this section is to describe logistics support concepts and responsibilities, to include specialized Navy and Marine aviation functions which support the MAGTF.

4101. CONCEPT OF LOGISTICS SUPPORT. Marine Corps logistics planning is focused on providing combat ready MAGTFs capable of self-sustained operations in accordance with MCWP 4-12, Operational Level Logistics, reference (t). MAGTF logistics encompasses accompanying supplies and resupply (sustainment), and organic CSS capabilities (enhanced as appropriate by coordination with external agencies), beginning with execution planning and ending with withdrawal/redeployment. Marine Corps logistics support typically comes from the sea; if planners anticipate extended inland operations, this fact must be addressed as a planning consideration.

1. Sources of Logistics Support. All MAGTFs have enough inherent sustainability to be basically self-sufficient for preplanned periods. MAGTF sustainability increases in depth, and gains additional technical capabilities, as MAGTFs get larger. MAGTFs also use external support to enhance their organic sustainability. Other service organizations assigned to, or operating in support of, a MAGTF on an as-required basis provide certain specialized capabilities. If planned for during the predeployment period, MAGTFs that are elements of naval/amphibious task forces can draw supply support for common non-aviation items as well as aviation-peculiar items from fleet support activities. Wartime host-nation support (WHNS) agreements and inter-service support agreements (ISSAs) may be used to augment--not replace--organic MAGTF capabilities.

2. Organic Sources. MAGTF CSSEs, Marine Aviation Logistics Squadron (MALS), Marine Wing Support Squadrons (MWSS), Combat Engineer Battalion, and Headquarters Battalion etc. provide organic MAGTF ground and aviation logistics/CSS capabilities.

a. Ground. CSSEs are task organized to support MAGTF mission requirements from FSSGs and Marine aircraft wing (MAW) and Marine division resources.

b. Aviation. MALSs provide the ACE with aviation logistics (maintenance and supply) support. They are organic to the MAW and are task organized for the aircraft type/model/series they support. MWSSs are also organic to the MAW and provide ground logistics support to the ACE.

3. MAGTF sustainment is deployed as a mix of accompanying supplies and resupply. The Marine Corps planning baseline for accompanying supplies is 60 days MEF, 30 days MEB, and 15 days MEU. Resupply is planned for as required.

a. Accompanying Supplies. The supplies and equipment that deploy with a MAGTF provide the initial sustainment necessary for employment. Accompanying supplies are shown with the unit in the TPFDD. Dedicated sealift and or airlift allow them to flow with the forces. Accompanying supplies may flow with both the Assault Echelon (AE) and/or the Assault Follow on Echelon (AFOE), but should not be considered AFOE. AFOE is a transportation echelon term. Accompanying supplies are an integral part of the apportioned/allocated MAGTF, and in virtually all situations will be transported on withheld shipping. If appropriate, MAGTFs can deploy with less than the full planning baseline for accompanying supplies. Accompanying supply "minimum" guidelines have been established. Normally, follow-on MAGTFs (e.g., MEB for a MEU, MEF for a MEB would then include in their accompanying supplies the balance of the forward-deployed MAGTFs accompanying supplies baseline. Operational factors and/or supply availability may also make it necessary to adjust the balance between accompanying supplies and resupply. (The availability of aviation ordnance is theater-dependent, and usually below the 60 DOA level; the availability of ground material fluctuates around the baseline level due to supply system dynamics. Similarly, the availability of bulk class III is theater-dependent and usually below the 60 day target level).

b. Resupply. MAGTF commanders plan for resupply support beyond the baseline sustainment requirements (and/or the level of accompanying supplies) to the end of

the planning period established by the supported combatant commander.

c. Special Situations. Special Purpose MAGTFs (SPMAGTFs) require special sustainment planning considerations due to task organization and mission. Whenever operational constraints and/or combatant commander guidance permit, MAGTF commanders plan for resupply to make up the difference between the level of accompanying supplies and the baseline sustainment levels.

d. Cases for which it may be appropriate to deviate from the baseline/minimum supply levels discussed here should be coordinated with CMC (I&L).

4. The Marine Corps supply system (Marine Corps "green dollar" funded) and the naval supply system (Navy "blue dollar" funded) support a MAGTFs ground and aviation requirements, respectively. The Marine Corps supply system is designed to support MAGTF operations for 60 days with most classes of supply from on-hand assets. In order to meet operational requirements, MAGTFs can configure supplies in "packages" of varying numbers of DOS and mixes of supply classes with relative ease.

4102. EXTERNAL SUPPORT FOR THE MAGTF

1. Navy Support

a. Navy Support Element (NSE). Amphibious or MPF operations will require augmentation and support from a variety of U.S. Navy units and activities. This support is critical during amphibious force operations and arrival and assembly of the MPF. The various Navy units and activities required for a particular operation are grouped under the descriptive heading of NSE. NSE assets available to support the assault forces in amphibious or MPF operations are listed below. The CNO apportions these forces to the Fleets through the Navy Capabilities and Mobilization Plan (NCMP).

(1) Naval Beach Group (NBG). The NBG is a command subordinate to the Commander Amphibious Task Force (CATF), and is comprised of a commander, his staff, a beach master unit, an amphibious construction battalion, and assault craft units. This group or a team of this group is

attached to the landing force as an integral element of the Landing Force Shore Party.

(2) Sea, Air, Land (SEALS). The SEALS are Navy forces with an unconventional warfare capability. However, they also provide an ATF underwater reconnaissance, hydrographic survey, and demolition of natural or man-made obstacles.

(3) Naval Cargo Handling Force. The Naval Cargo Handling Force is comprised of one Naval Cargo Handling Port Group (NAVCHAPGRU), one Naval Reserve Cargo Handling Training Battalion, and 12 Naval Reserve Cargo Handling Battalions (NRCHBs). Each of these units provides technical, supervisory, and general cargo handling services in support of both amphibious and MPF operations. Each MPS offload requires at least one (normally two) NRCHB.

b. Naval Construction Force (NCF). The NCF includes the Naval Mobile Construction Battalion (NMCB), Naval Construction Regiment, underwater construction team, and the naval construction force support unit. These organizations are responsible for the construction of advanced bases and other shore and near-shore facilities. Elements of the NCF may be assigned to the NSE and/or to the MAGTF.

c. Other Fleet Logistics Activities. MAGTFs attached to fleets are organic to those fleets until they are landed and control passes ashore. With appropriate planning, funding and coordination, the MAGTFs can draw common-item logistics support directly from associated fleet support activities.

2. Wartime Host-Nation Support (WHNS)

a. Host nation support can augment MAGTF capabilities. Bilateral WHNS agreements can be an integral element of sustainability and mobilization planning. Marine Corps forces will use WHNS to enhance sustainability and support of MAGTFs. However, WHNS does not normally substitute for essential MAGTF organic logistics/CSS capability.

b. The designated MAGTF commander is responsible for identifying to the Marine component commander the WHNS desired by the MAGTF. Once support requirements have been identified, the Marine component commander

negotiates/coordinates with the host nation during the WHNS agreement development process. The MAGTF commander is responsible for executing WHNS arrangements when executing an OPLAN.

3. Inter-Service Support Agreement (ISSA)

a. Force commanders negotiate ISSAs during peacetime to support recurring training operations per unified commander or other DOD guidance. Such agreements normally reflect "single manager" support for various classes of supply or logistics functions by in-place "dominant users." The MAGTF commander is responsible for identifying support requirements, and Marine component commanders are responsible for negotiating ISSAs with other service components.

b. MAGTFs can benefit by extending standing ISSAs to support OPLAN execution. If peacetime support agreements have not been established, the MAGTF, or its representative (e.g., Force commanders), should negotiate wartime ISSAs to provide previously provided levels. However, wartime ISSAs will not be funded without approval by HQMC (LP).

4. HQMC. Logistics support to the MAGTF takes many forms. HQMC must provide information and guidance to ensure adequate logistical support to the MAGTF.

a. I&L. Provide overall logistical coordination and guidance to deploying Marine component commanders and MAGTF commanders.

b. PP&O. Coordinate assignment of supporting MAGTFs.

c. M&RA. Develop non-unit replacement policy.

d. Aviation. Coordinate aviation support to the supported MAGTF commander.

4103. SUPPLY SUPPORT. The Marine Corps and Navy supply systems, as parts of the DOD supply system, are designed to operate both in peace and in war. Characteristics of the systems include centralized management, decentralized distribution, maximum use of digital communications networks, and extensive automatic data processing systems.

1. Concept of Supply Support. The Marine Corps supply support concept, except for aviation peculiar support provided by the Navy supply system, provides for:

a. Support of consumable items by reliance on DOD Integrated Materiel Managers (IMM).

b. Emphasis on support directly from supply source to user.

c. Management emphasis on overall weapon systems support.

d. Marine Corps ownership and control of prepositioned war reserve stocks and recognition of requirements provided to DOD IMM to be held as other war reserve materiel stocks.

2. Sources of Supply for Specific Items. Due to their peculiar characteristics or management requirements, the following commodities are furnished from other service or agency wholesale sources:

a. Subsistence (Class I). Subsistence items are normally obtained from the Defense Logistics Agency (DLA). War reserve requirements for "B" rations, however, are currently provided by the U.S. Navy.

b. Bulk Fuel (Class III (Bulk)). Bulk petroleum, oils, and lubricants (POL) operating stocks are obtained from the Defense Energy Support Center (DESC). Bulk petroleum operating stock requirements are submitted to the Naval Petroleum Office (NAVPET) for consolidation and forwarding to DESC. War reserve requirements are furnished to the appropriate combatant commander Joint Petroleum Office (JPO) for consolidation and forwarding to DESC.

c. Ground Ammunition (Class V(W)). Ground ammunition is managed and controlled by COMMARCORSYSCOM as directed by CMC, until it is issued to MAGTFs. Due to limited storage capability and peculiar storage requirements, a majority of Marine Corps ground ammunition is stored worldwide in Army/Navy ammunition depots.

d. Aviation Materiel. Aviation peculiar materiel, except for Class V(A), is provided directly to Marine Corps units by the naval aviation supply system. Class V(A) is stored in various locations afloat and ashore worldwide, and is controlled by the fleet commanders.

e. Navy Publications. The Marine Corps supply system does not support the Navy publications and forms required for Navy personnel with Marine Corps operating forces Navy personnel administration and disbursing. Instead of using the supply system, units must send off-line mail requisitions, with accounting data, to the Navy Publications and Forms Center, Philadelphia, Pennsylvania.

4104. LEVELS OF SUPPLY SUPPORT. Supply support is organized into three levels: wholesale, intermediate retail, and consumer retail. These levels distinguish between the supplies for which service, MAGTF, or organizational funds are obligated.

1. Wholesale. Wholesale level supply support consists of support provided by the Marine Corps Logistics Command (MARCORLOGCOM), Navy Inventory Control Points (ICPs); the DLA; IMMs; and in some cases field/theater depots and host nation support.

2. Intermediate Retail. The FSSG or the MAGTF CSSE provides intermediate retail level supply support for Marine Corps funded assets. Intermediate retail supply support for aviation peculiar assets is provided by MALSs.

3. Consumer Retail. Using units employing organic logistics/CSS assets provides consumer retail level supply support. In this context, the only ground aviation consumer level supply support consists of pre-expended bin (PEB) materiel, limited quantities of POL and paint type items, and day-to-day administrative support items.

4105. PACKAGING. All materiel packaging, whether planned or accomplished during deliberate planning or in crisis response; either in CONUS or at intermediate support bases (ISBs) outside CONUS, will conform to the following guidelines.

1. The dominant criterion for packaging is the MAGTF’s plans for using the materiel.

a. Break-bulk/palletized cargo will be maximized for assault echelon (AE) and airlifted elements of the MAGTF.

b. Containerization will be maximized for Assault Follow-On Echelon (AFOE) dry cargo.

2. All Marine Corps and Navy furnished materiel shall be afforded packaging protection adequate to prevent corrosion, deterioration, and physical/mechanical damage during storage and distribution. Containerization is considered to be one of the highest potential payoff areas for reducing packaging costs. Containerization will not reduce or eliminate the requirement for appropriate levels of protection for materiel being removed from the container and stored in a field environment.

3. Non-containerized materiel will be provided appropriate military levels of protection or equivalent commercial packaging. Packaging protection may be reduced for containerized shipments when the items are intended for immediate use, when the container is retained as a storage and issue facility, or when it is known at time of shipment that favorable storage will be available upon receipt. Materiel previously packaged at a higher degree of protection will not be repacked for containerized shipments.

4. Cargo documentation for all MAGTF supplies will be prepared using automated methods such as automated information technology (AIT), in addition to those manual or other automated methods imposed by the commercial shipper or by CDRUSTRANSCOM for overland, sea, or air movements.

4106. REMAIN BEHIND EQUIPMENT (RBE). RBE is that organic operating force equipment that remains behind when units deploy as part of a MAGTF using prepositioned equipment and is declared by the MARFOR commander as in excess of requirements to Commander, Marine Corps Logistics Command (COMMARCORLOGCOM). The MARFOR commander and COMMARCORLOGCOM use RBE to fill local and or supply system shortages for active and reserve units, and to reduce transportation requirements.

1. Refer to MCO P4400.39H, War Reserve Materiel Policy Manual, reference (u), for detailed instructions on handling ground RBE.

2. Aviation RBE items are those items that are not embarked because they are excess to the Marine Aviation Logistics Support Program packages or they are part of the allowances to support training squadrons or other units not deployed.

Items belonging to the Follow-on Support Package (FOSP) are required for sustainment and are phased into the employment area when required.

4107. DELIBERATE AND CRISIS ACTION PLANNING RESPONSIBILITIES. MAGTFs have specific deliberate planning responsibilities and relationships. Crisis action situations may overlay deliberate planning responsibilities and relationships, or cause new assignments. In general terms, specific MAGTFs will be directed to support designated unified combatant commanders. Additional MAGTFs (supporting MAGTFs) may be assigned to assist the first MAGTF (supported MAGTF) to deploy. Generally, this responsibility will not be assigned to forces smaller than MEFs.

1. The supported MAGTF establishes planning guidance, general requirements, and milestones for itself and any supporting MAGTFs. The supported MAGTF develops force and sustainment requirement TPFDD records, and sources those requirements from its parent MEF/component command, for its organic elements. The supporting MAGTF will develop its own force and sustainment requirement TPFDD records, and source those requirements from its own parent MEF/component command. In the same manner, each MAGTF identifies and plans for its own local deployment support requirements.

2. There are cases when the MAGTF is responsible for planning and sourcing sustainment for assigned elements of the NSE and NCF. MAGTF planners must verify all arrangements with their NSE/NCF counterparts to ensure that needed sustainment is neither overlooked nor duplicated during planning. In general, when the NSE is supporting an amphibious operation, CATF will support it. During MPF operations, initial sustainment is planned for Naval Forces and units in the Pre-positioning Objective (NAVMC 2907) for MPS forces.

SECTION 2: AVIATION LOGISTICS

4200. GENERAL. MAGTF organic aviation logistics support capability is developed under the framework of the Marine Aviation Logistics Support Program (MALSP) concept by combining "building blocks" of aviation supply, maintenance, ordnance, and aviation support equipment resources via task organization. Marine aviation logistics units are organized to provide complete aviation logistics support as one integrated package. Furthermore, the Aviation Combat Element (ACE) has the capability to perform organic logistics tasks, which are unique within the MAGTF. This section is provided to explain the wide range of aviation logistics support capabilities and aviation logistics methodologies.

4201. CONTROLLING CUSTODIAN. The Commander, Naval Air Forces (COMNAVAIRFOR), and the Commander, Naval Air Force, Reserve (CNAFR) are the controlling custodians for Marine Corps aircraft and support equipment. They exercise the administrative control (assignment), employment, and logistics support of aircraft and engines, as specified by the Chief of Naval Operations (CNO).

4202. MARINE AVIATION LOGISTICS SUPPORT PROGRAM (MALSP)

1. MALSP Capabilities. The MALSP provides a means for commanders to rapidly task organize aviation logistics assets to deploy by available means to support the ACE. It provides an immediate contingency support capability in the form of a Fly in Support Package (FISP). It also supports a subsequent rapid phased build up of combat capability in the operating area through the use of Peculiar and Common Contingency Support Packages (PCSPs and CCSPs) and Follow on Support Packages (FOSPs).

2. MALSP Concept. MALSP uses a building block concept. Each MALSP package plays a unique role in aviation support, and when used in a complimentary role via the building block concept, provides total aviation logistics support to the ACE. The commander can tailor the support packages to the desired level of support required. The MALSP includes support equipment, spare/repair parts, mobile facilities/shelters, and personnel.

a. Support Equipment (SE). Support equipment includes test equipment, tools, ground support equipment, and

aviation support equipment. Most, but not all of this support equipment is easily identified in the units Individual Materiel Readiness List (IMRL). An IMRL is a consolidated allowance list specifying authorized quantities of certain aviation SE items required by a particular activity to perform its assigned maintenance level functions. NAVAIR computes IMRL allowances to support deployed operations for 90 days based upon flying hours. All Marine Corps and Navy aviation activities have IMRLs.

b. Spares. Spares are divided into Aviation Consolidated Allowance List (AVCAL), Shore Consolidated Allowance List (SHORCAL), and Coordinated Shipboard Allowance List (COSAL) items.

(1) Aviation Consolidated Allowance List (AVCAL). An AVCAL is an allowance of spare and repair parts authorized to an activity, including a MALS or supporting ship by the Naval Inventory Control Point Philadelphia, PA (NAVICP-P). An AVCAL is designed to support a specific base load of aircraft for a period of 90 days based on combat flying hours. Each active duty MALS has an AVCAL, which was developed in accordance with OPNAV Instruction 4441.12C and OPNAV Instruction 4442.5.

(2) Shore Consolidated Allowance List (SHORCAL). A SHORCAL is an allowance of spare and repair parts authorized to support a specific base load of aircraft for a period of 30 days based on peacetime flying hours. Marine Reserve aviation units are supported by SHORCALs held at Naval Air Stations or at the MALS. In wartime, aviation prepositioned war reserve material augments the SHORCAL to provide reserve aviation units with a complete 90-day capability based on combat flying hours.

(3) Coordinated Shipboard Allowance List (COSAL). A COSAL is an allowance of spare and repair parts authorized to an activity, including a MALS or supporting ship by the Naval Inventory Control Point (NAVICP-M), Mechanicsburg, PA. A COSAL is designed to support specific aircraft weapon systems, and test and support equipment. A COSAL is designed to provide support for a period of 90 days based on combat flying hours.

(4) Allowance Requirements Registers (ARRs), Allowance Lists (ALs), and Tables of Basic Allowances (TBA)

for Aeronautical Material. ARRs, ALs, and the TBA are prepared by NAVAIR or by NAVICP-P under the coordinated direction of NAVAIR and NAVSUP. ARRs list the repair parts, accessories, and other materials required to support aircraft maintenance and operations. ALs list the required maintenance support equipment. The TBA lists the activity's other mission essential equipment and allows each site to tailor their TBA requirements to their unique environment.

c. Mobile Facilities (MF)/Shelters. An MF is a specifically configured shelter outfitted to support Marine Aviation Contingency Support Packages in garrison and when deployed. There is a range of different type MFs with different capabilities, such as providing working and/or storage spaces. A TBA specifies the quantity and types of MFs authorized. The appropriate NAVAIR Program Office determines actual numbers and types of MFs for each site. The Commander, Marine Forces Pacific (COMMARFORPAC) and Commander, Marine Forces Atlantic (COMMARFORLANT) are the type commanders for mobile facilities.

d. Personnel. Marine Corps Tables of Organization (T/O's) specify the number, grade, and MOS of support personnel authorized by aviation units. Each squadron rates all the specialists unique to the Type/Model/Series (T/M/S) aircraft it operates. The personnel trained to perform Operational (O) level maintenance work in the flying squadron. Those who perform Intermediate (I) level maintenance normally work at the MALS, which has the requisite spares, support equipment, mobile facilities, and personnel for "I" level maintenance. Personnel who perform aviation logistics functions common to more than one T/M/S normally are on the MALS T/O.

3. Aviation Logistics for the Marine Corps Reserve. Support for Marine Reserve aviation activities is parallel to and easily integrated with the MALSP procedures described herein. Reserve squadrons are supported by a SHORCAL instead of AVCAL. For Reserves, the 90-day endurance level requirements will be sourced initially from 4th MAW and supporting air station assets, with the balance of support coming from the Prepositioned War Materiel Stocks (PWRMS), which are uniquely identified by project codes applicable to particular T/M/S aircraft. This Class IX material is identified but unsourced.

4203. LOGISTICS SUPPORT FOR DEPLOYING MAGTF'S. When not deployed, Marine aircraft squadrons of a particular T/M/S aircraft are generally consolidated and attached to a specific Marine Aircraft Group (MAG) in each Marine Air Wing. However, in order to fulfill contingency requirements prescribed in the JSCP, the Marine Corps must be able to deploy and fight as task organized MAGTFs. The aviation component of a MAGTF, the ACE, can consist of a mix of fixed and rotary winged aircraft formed into a squadron, a group, or one or more aircraft groups or wings, depending upon the size of the MAGTF.

1. Forming an ACE. Forming an ACE requires that one or more fixed wing or rotary wing MAGs reconfigure themselves into a task organized fighting unit. As part of an ACE, or as a source of aircraft for another MAG that is forming an ACE, a non-deployed MAG has to be able to rapidly identify what aircraft it must retain, detach to another MAG, and/or leave behind.

2. Supporting an ACE. To support the task organization and the formation of the ACE, the Marine Corps Aviation Logistics Support Program (MALSP) enables aviation logisticians to individually identify the people, the support equipment, the mobile facilities/shelters, ordnance, and spare and repair parts needed to support each T/M/S aircraft that is part of the task organized ACE. Furthermore, the MALSP enables these logisticians to also identify the aviation support requirements to sustain a MEB or a MEF by employment of either a MPSRON or an aviation logistics support ship (TAVB), or both.

3. Tailoring Aviation Logistics Capability. MALSP enables the commander to tailor aviation logistics support for any particular mix of T/M/S aircraft in the ACE. These support packages consist of personnel, support equipment, spares and MFs. A MALS provides the nucleus around which the logistics capability is built. The host MALS and supporting MALS provide the necessary FISP, PCSP, CCSP, and FOSP packages to support the particular mix of aircraft in the ACE.

a. Fly-in Support Package (FISP)

(1) FISPs are support packages made up of "O" level parts and are designed to support the Fly-in Echelon (FIE) aircraft of a MAGTF ACE. A FISP, flown in with the FIE

aircraft, will be combined with the "O" level aviation support equipment, off-loaded from MPF ships. This combination of assets is designed to provide readiness and sustainability for the deployed aircraft for up to 30 days and until the intermediate maintenance support capability arrives in the theater of operations.

(2) FISP allowances provide the supply parts normally removed and replaced at the squadron/detachment organizational maintenance level. The allowances are computed at combat hours to support a particular T/M/S and quantity of aircraft for 30 days and are additive to the allowances used in day-to-day operations. Until activated in support of a contingency, a FISP is protected stock materiel under the cognizance of the parent MALS aviation supply officer, and will not be drawn down (except to rotate stock in order to maintain proper shelf life and configuration control) without the approval of HQMC-ASL through the appropriate MAW or MEF commander.

b. Contingency Support Package (CSP)

(1) CSPs consist of the common and peculiar "O" and “I” level logistical support required for the deployment of detachments/squadrons of particular T/M/S aircraft. CSP allowances provide the spares and repair parts to support both "O" and "I" level maintenance. The four distinct elements that make up a CSP are:

(a) Personnel

(b) Support Equipment

(c) MFs

(d) AVCAL/COSAL

For each element there are master allowance documents (i.e., squadron/MALS Tables of Organization (personnel), MAG master IMRLs (support equipment), the TBA, and the MAG master AVCAL/COSAL allowances (spares and repair parts)). Because "O" level IMRL and MF allowances and personnel allocations are already separately identified and rapidly deployable, they do not need to be incorporated into a CSP.

(2) CSP allowances are computed at the Combat Flying Hours (CFH) utilization rate for a 90-day endurance

period. IMRL pre-positioned coded "P" and "E" and management code "L" items are also identified to the appropriate CSP allowance category (defined below).

(a) Common Contingency Support Package (CCSP) Allowances. CCSP allowances consist of “O” and “I” level aviation related assets that are common to two or more T/M/S aircraft. The host MALS, whether it is for a rotary wing (R/W) or fixed wing (F/W) ACE, provides the CCSP to support the number of aircraft assigned. A F/W Marine common item is one that has application to at least the F/A-18C (Night Attack) and AV-8B (Night Attack). A R/W common item is one that has application to at least the CH-53E, CH-46E, and AH-1W aircraft. Weight, cube, cost, reliability, and supportability are the primary considerations in making this determination. For planning purposes, it is assumed that the F/W and R/W MALS will be geographically separated. CCSPs contain organic computer systems that allow resupply from the Naval supply system, thus providing long-term sustainment.

(b) Peculiar Contingency Support Package (PCSP) Allowances. The PCSP allowances consist of those peculiar items and personnel required to provide both “O” and "I" level support for a specific T/M/S and quantity of aircraft, and associated support equipment, that a MAG provides to a MAGTF ACE. A peculiar item is an item that is peculiar to a specific aircraft/support equipment application.

(c) Follow-on Support Package (FOSP) Allowances. FOSP equipment consists of those items that, although not required to initiate the assault, are required to sustain the assault. These are items that, because of sealift and airlift constraints must be phased into a deployment area in AFOE or follow-on shipping, normally the TAVB. Because FOSP assets are required to sustain the assault, the allowances to support these items are built to a 90-day endurance level. These are supplementary allowances that must be distinctly identified in allowance documents provided to each MALS.

(d) Remote Expeditionary Support Package (RESP). The RESP is a combination of a FISP, Aeronautical Weapons Support Equipment (AWSE), Aviation Support Equipment (ASE), Mobile Facilities (MFs), and personnel that would detach from a supporting MALS to provide

aviation-peculiar logistics support to an ACE. A RESP is moved to an Area of Responsibility and designed to provide aviation logistics support (minus Class V(A)) to a standard number of specific type aircraft until the arrival of more robust, follow-on logistics support from MALSP sources (PCSP, CCSP, FOSP), MPF assets, Host Nation Support, or other Joint/Combined logistics resources. When ACE missions, endurance, and bed down scenarios so dictate, the RESP may not be augmented by any additional follow-on support and will serve as a stand-alone support package for the ACE. Composition of RESPs includes the AVLOG support elements currently resident within FISPs, PCSPs, and CCSPs, and requires no additional economic resources.

4204. MARITIME PREPOSITIONING FORCE (MPF) AND AVIATION LOGISTICS SUPPORT SHIP (TAVB) SUPPORT FOR MARINE AVIATION. All active force aircraft that are part of any MAGTF ACE can be supported in combination by any one of the three MPSRONs and one or both of the two TAVBs.

1. MPF Operations in Support of Expeditionary Aviation Logistics. An MPF operation is the rapid deployment and assembly of a MAGTF into a permissive area using a combination of strategic airlift and forward-deployed MPSs. MPF operations are strategic deployment options that are global in nature, naval in character, and suitable for employment in a variety of circumstances. An MPF is a rapid response enabling force capable of being mission-tailored and self-sustainable. As such, MPF operations provide an essential element in conducting national military strategy. An MPF can directly support our national maritime strategy of protecting key naval choke points and sea lines of communication. MPF operations include the airlift of MAGTF and Navy elements (Navy support element, naval coastal warfare, etc.) with some associated equipment into an arrival and assembly area to join with equipment and supplies carried aboard MPSs. "O" level support equipment has been funded, procured, and prepositioned aboard the three MPSRONs to support any current potential mix and configuration of ACE aircraft. In addition, the "O" level supply support for repair of embarked MPF support equipment will be contained in an embarked support equipment support package held aboard the MPSRON.

2. T-AVB Operations in Support of Expeditionary AVLOG. The primary mission of the T-AVB is to provide dedicated

sealift for movement of I-level AVLOG support for rapid deployment of a MEB ACE. The T-AVB is designed to transport critical maintenance and supply assets to a forward operating area to establish an intermediate maintenance activity [MALS] in support of deployed Marine aircraft. Although the concept of operations for the T-AVB is primarily to support MAGTF operations, the T-AVB could be tasked to support other amphibious operations. An amphibious operation provides for forcible entry into an objective area, rather than the unopposed entry required for an MPF. In all cases, the TAVB would still require an unopposed entry into an objective area before offloading ashore. If the embarked MALS intermediate maintenance support is phased ashore, a secondary mission can be performed to serve as an asset dedicated to strategic sealift.

4205. AIRCRAFT MAINTENANCE AND SUPPLY PLANNING AND DEPLOYMENT / EMPLOYMENT CONSIDERATIONS.

1. Special Purpose MAGTF (SPMAGTF). Support for SPMAGTF operations will be drawn from existing MALS assets. Generally, supply support will be provided by means of a pack-up with the minimum essential support equipment, mobile facilities, spare parts, and personnel to sustain the aircraft assigned for the expected duration of the operation.

2. Marine Expeditionary Unit (MEU). "I" level support for the MEU ACE will be provided by the Aircraft Intermediate Maintenance Department (AIMD) and supply department of the air capable ship (LHA/LHD) upon which the MEU ACE is embarked. If the AIMD does not have the capability to support particular MEU aircraft, the parent MALS will augment the ship’s organic support with the necessary personnel, support equipment, and spares/repair parts required in the short term, while Commander, Naval Surface Forces works to obtain the “I” level capability aboard the ship for the long term. If the reinforced squadron of the MEU is directed ashore, aviation logistics support can be provided in one of the following ways:

a. By the air capable ship operating offshore.

b. By MEB MALS already ashore. This requires that the MALS ashore possess CSP allowances for the quantity and T/M/S aircraft that will be attached. Since most of the

support aboard an air capable ship is organic to the ship and since the AVCAL on the ship is difficult to offload, ACE logisticians must plan in advance for any CSPs required to accompany the MALS ashore (to support the aircraft coming off the ship).

c. By a RESP formed from FISPs and CSPs from supporting units. In some cases a MEU ACE may be directed ashore without aviation logistics support from an air capable ship or from a MALS already ashore. The MEU ACE's organic aviation logistics support may be augmented by using complete or tailored FISPs and/or CSPs provided by other units. This support must be approved by HQMC-ASL through the appropriate Wing, MEF, and MARFOR since these packages are normally protected for contingencies.

3. Marine Expeditionary Brigade (MEB). To sustain a MEB ACE requires intermediate level maintenance and supply support. This support must be able to sustain the deployment of aircraft for two separate locations; one capable of supporting fixed wing aircraft and the other supporting rotary wing aircraft. Each location may require an independent IMA support capability. At each location, a designated IMA (provided from existing MALS) will act as the "host" for the aircraft that it receives. At each location, IMA support must be tailored to the particular aircraft assigned. The host IMA can provide common "I" level support to all assigned aircraft; however, peculiar support (i.e., personnel, support equipment, mobile facilities, and spares/repair parts) must come from PCSPs provided by the "parent" MAG that provides the aircraft. The exact make-up of the MEB will affect when and how both "O" and "I" level support is established.

a. MPF MEB. An MPF MEB ACE receives maintenance and supply support through a combination of means: MPS ships, a TAVB, FISPs, and CSPs. The aviation support equipment aboard the MPS's, combined with the "O" level "remove and replace" spares provided in the FISP, are designed to--in combination--sustain ACE aircraft until "I" level capability arrives in the theater of operations. Partial "I" level capability could arrive in theater aboard a TAVB, while the remainder could be transported by other means. The CSPs to support the "I" level repair for a peculiar T/M/S aircraft, as well as the common, may be split between the TAVB and other available means of transportation. Considerations:

(1) A FISP is only capable of supporting aircraft for a relatively short period of time. When a FISP is used without an MPF ship in support, the squadron supported will have to bring with it the support equipment that would have been provided by the MPF ship. Further, if a FISP must support a particular T/M/S for a longer period or a greater number of flight hours than the FISP is designed to support, the parent MAG(s) must augment the T/M/S FISP with additional AVCAL/COSAL assets. At some point, a decision will have to be made on whether to use transportation to continue resupplying the FISP, or bring in an “I” level capability to continue sustainment, or a good combination of both.

(2) MPF ships do not contain all of the support equipment required to support organizational level maintenance for a particular T/M/S aircraft. Those items not aboard ship must be identified and brought in the Fly-In Echelon.

(3) The TAVB provides limited "I" level capability for the ACE. When employed in the operational (versus transport) mode, approximately 186 MFs of the approximately 300 aboard can be operational. However, not all the parts aboard the ship are accessible and therefore the range of "I" level support is limited. The TAVB can transport as many as 684 MFs, provided none are required to be operational. In either mode, the ACE may require additional strategic lift to bring any further “I” level capability into theatre.

(4) When planning for the use of Marine aviation, planners must consider that CSPs and FISPs are designed to support a specific number of aircraft and utilization rate. Support of a greater number of aircraft or higher utilization rate will require additional logistics support assets. This additional support will most likely come from other support packages, which causes both the gaining and providing packages to be re-configured. This is both a time consuming and difficult task to accomplish quickly. Some CSPs and FISPs may have to be transported from one coast to the other, which requires time and transportation assets that planners must consider. Also, the mobile facilities that require air-cushion vehicles/platforms for movement require special consideration.

b. Amphibious MEB. A MEB embarked on amphibious shipping will generally have to bring ACE supply and maintenance support ashore, unless the amphibious ships remain in the AOA throughout the battle to provide support. If Navy amphibious shipping does leave the AOA, the support ashore must be provided by the use of FISPs and CSPs. If a TAVB is used in an amphibious MEB scenario, vice an MPF Squadron, the "O" level support equipment (IMRL) that would have been provided by MPF ships in an MPF MEB scenario will have to be brought by the squadrons.

4. Marine Expeditionary Force (MEF). Support for a MEF ACE is developed by combining the building blocks described above for supporting MEU and MEB sized MAGTFs.

SECTION 3: SUSTAINMENT

4300. GENERAL. This section outlines sustainment planning procedures in detail.

4301. PURPOSE OF SUSTAINMENT PLANNING. Sustainment planning is the means by which the MAGTF commander:

1. Ensures the commander has the materiel necessary to accomplish his assigned mission.

2. Ensures that materiel deficiencies are identified so the MAGTF commander or combatant commander may consider alternate courses of action, and maintain as Logistics Planning Factors for future courses of action.

3. Identifies transportation requirements to ensure that adequate transportation assets are available to support movement of the materiel into theater when it is required by the supported combatant commander.

4. Ensures the Marine Corps recognizes materiel deficiencies in order to correct them during the Marine Corps programming and budgeting process.

4302. OVERVIEW OF THE SUSTAINMENT PLANNING PROCESS. In order to understand how the detailed pieces of the sustainment process interact, a basic understanding of the sustainment process is required. The following paragraphs provide a simple framework.

1. The combatant commander or JTF commander provides planning guidance to his service components. This guidance specifies, service component missions, the length of the plan, responsibilities for providing dominant user support, the estimated time the lines of communication will be established to allow the flow of resupply cargo, and specific guidance about use of JOPES to reflect sustainment requirements.

2. With mission and commander’s planning guidance in hand, the MAGTF commander determines, builds, and requests sustainment to support a warfighting combatant commander’s OPLAN. Each MAGTF commander must plan for a specific number of days of sustainment. There may be situations when the MARFOR or I&L (LP) will direct a MAGTF commander without an employment mission to build a sustainment block

for specified classes of supply and for a specific period of time.

3. Once sustainment requirements have been determined, the MAGTF commander sources from force held assets to the maximum extent possible. He can also task supporting MAGTFs to identify requirements and source them from organic assets.

4. The MAGTF commander passes all unsourced requirements to the MARFOR for action. The MARFOR passes remaining unsourced requirements to the appropriate supporting agency (COMMARCORSYSCOM for class V(W), COMMARCORLOGCOM in the case of non-aviation Classes of Supply I, II, III, IV, VII, VIII and IX, and COMNAVAIRSYSCOM or AIRPAC/AIRLANT for aviation related items). MARFOR also passes common item support requirements to the appropriate service component(s) for processing.

5. The supporting agencies source requirements from service-held stocks or coordinate sourcing from service-owned stocks (e.g., MREs held by DLA). Remaining requirements are passed to the Defense Logistics Agency (DLA) or the appropriate item manager for sourcing.

6. The MAGTF commander reviews the items that cannot be sourced, and assesses the risk associated with not having those items available. If the risk is not acceptable, the MAGTF commander must work through the operational and service chains to reduce the risk, either by obtaining additional resources or by changing the operational concept to reduce the requirement.

7. The unsourced requirements become shortfalls.

4303. SUSTAINMENT PLANNING GUIDANCE

1. Timing for development of sustainment requirements is derived from each combatant commander’s OPLAN guidance and TPFDD Letter of Instruction (LOI). These documents provide key planning information such as the length of the plan and required safety levels, which are critical to determining sustainment requirements. These documents are the best source of information for TPFDD requirements. Effective sustainment planning requires clear and adequate guidance from the combatant commander concerning the level of sustainment required. This information can generally be

found in the strategic concept and TPFDD LOI during deliberate planning and in annex D of the Operations Order in crisis action planning.

2. Planning guidance may specify the number of days of supply the combatant commander requires available at any one time (safety stock). It may also, if the MAGTF commander has the preponderance of forces in theater, task him provide support to other components or Allies for a specific period of time. This would be an appropriate mission for the MARFOR or Marine component commander of the JTF.

3. The MAGTF commander cannot delegate his responsibility for identifying sustainment requirements. He will require input from the MAGTF element commanders to ensure that all requirements are met. The G-4, S-4, and ALD are the staff sections tasked with coordinating requirements with senior, adjacent, and subordinate commands. In the event that the MAGTF has logistics responsibilities to external forces, then it must aggressively solicit requirements and adjust its organic structure to meet those requirements.

4304. IDENTIFYING SUSTAINMENT REQUIREMENTS

1. General. Identifying sustainment requirements requires that the MAGTF commander determine three things: the force to be supported, the duration for which that support is required, and other planning guidance (e.g., safety levels, external support available, and support responsibilities). With this information in hand, the MAGTF commander and his staff can compute, by class and sub-class of supply, the sustainment required and the phasing necessary to support the operational concept.

2. Guidance for Sustainment Planning. The MAGTF commander receives guidance from many sources in the deliberate planning cycle. One vital source is the TPFDD LOI. The TPFDD LOI provides the MAGTF commander with technical directions and procedures for the development, submission, and review of his forces and sustainment. Under the paragraph labeled General Instructions, the MAGTF commander will find an essential element of information in determining the sustainment requirements: the length of the plan. The combatant commander or JTF commander for each plan will specify this period. The length of plan has a

profound effect on the sourcing process.

3. Policy. MAGTF commanders with employment missions will plan to sustain the force for the period of the MAGTFs employment. The MAGTF commander determines the sustainment requirement for the force he is employing. Each MEF providing forces to the MAGTF sources the sustainment requirements from force held assets based on guidance from the MAGTF commander. Unless otherwise specified by I&L (LP), the amount of sustainment is commensurate with the size force provided to the supported MAGTF commander. However, the responsibility for sustaining the force rests with the supported MAGTF commander.

4. Methodology. The Marine Corps uses Day of Supply (DOS) and Day of Ammunition (DOA) as measures of effectiveness for sustainability. The Marine Corps planning baseline for sustainability is 60 days of supply, and a combat load plus 60 days of ammunition for the MAGTF. This sustainment includes sufficient sustainment to deploy MEBs with 30 DOS/DOA plus a combat load and MEUs with 15 DOS/DOA plus a combat load. Special Purpose MAGTFs deploy with sustainment commensurate with the scope and duration of their mission. For Class V(A) the sustainment methodology is predicated on theater and Type/Model/Series (T/M/S) aircraft for a given plan. The non-nuclear ordnance requirements (NNOR) provide the factors for determining requirement/sustainability.

a. The Marine Corps objective is to position the full level of sustainment with the active forces for use with the different types of MAGTFs. The unit’s T/E and operating stocks form the bulk of this requirement. The remainder is termed war reserve materiel requirement (WRMR). However, funding, management and storage limitations normally dictate prepositioning less than the total WRMR in the active forces if COMMARCORLOGCOM and the IMMs at DLA can provide materiel resupply in a manner that will meet plan execution schedules. Such stocks are termed war reserve materiel-stores (WRMS). Stocks held by the operating forces are termed war reserve materiel-force-held (WRMF). The Marine Corps does not purchase or stock materiel required from day 61 through day 180. Such requirements are identified as other war reserve materiel-Stores (OWRMS). OWRMS is not normally funded. However, the requirements are computed by the COMMARCORLOGCOM.

b. The Marine Corps calculates sustainment requirements using MAGTF II, the war reserve system (WRS), and limited modeling techniques. The MARFOR/MAGTF uses MAGTF II to generate a force structure/equipment list and uses this data in the WRS to develop tailored numbered war reserve withdrawal plans that support a specific plan. WRS is also the primary means by which COMMARCORLOGCOM sources sustainment. WRS addresses Classes of Supply I, II, III, IV, VII and IX, but excludes all aviation items and classes V, VI, and VIII, which are computed separately. Note that the interface between MAGTF II and the war reserve system enables the MAGTF commander to use data on actual forces and equipment deploying instead of relying on notional T/E data that may not be current.

4305. THE SOURCING PROCESS. Once the MAGTF commander has determined the requirements, the sourcing process begins. The MAGTF commander's total sustainment requirement is filled from what he has available and what the Supporting Agencies have available. The following steps describe the process:

1. Source from Organic Assets. The MAGTF commander determines which requirements he can meet from organic assets. He sources these assets by inserting them into MAGTF II. The MAGTF commander must look first to his own assets to satisfy the total requirement before turning to external sources. The following assets are available to the MAGTF commander from In-force assets:

Class 1 (B)
Class II (All Subclasses)
Class III (A) and (W)
Class IV (B)
Class V (A) and (W)
Class VII (W)
Class VIII
Class IX (W)

The MARFOR commander must identify items sourced internally to the supporting MARFOR commander, so that the planning effort is consistent for all MAGTFs employed.

2. Source from MARFOR Assets. The MAGTF commander identifies to the MARFOR commander all unsourced requirements. The MARFOR commander attempts to source these items from assets held in or owned by the MARFOR.

The MARFOR frags and inserts ULNs to reflect sourcing at the MARFOR level. If the MARFOR is satisfied that the requirements are correctly identified, the unsourced requirements are passed to COMMARCORLOGCOM for sourcing as a registered war reserve plan. The MARFOR registers a plan by transmitting a message, which includes HQMC (LP/POC), the appropriate force commander, and the supported MAGTF (normally MEF (G-4)) as information addressees. Once all withdrawal plans are registered, the supported MAGTF commander prioritizes the final sequence of the various withdrawal plans based on his logistic concept of operations. This information will be sent via separate classified message to COMMARCORLOGCOM so that subsequent sourcing actions may begin.

3. Source from MARCORLOGCOM Assets. MARCORLOGCOM sources the requirements for Classes I, II(W), III(W) (packaged), IV(B) (field fortification), VII, and IX from Marine Corps owned in-stores assets. This is accomplished through the use of the IMMs. If the asset is not physically in the custody of COMMARCORLOGCOM, they request information from IMMs of USMC owned stocks located at other DLA storage facilities. If the Marine Corps does not possess the requisite amount of materiel required in stores, the unsourced requirement is passed to external logistic agencies for sourcing.

4. Source from DLA/Item Managers. External sourcing agencies receive the unsourced requirements from all components involved in the plan. The Marine Corps and the Army are the only services that identify requirements down to the National Stock Number (NSN) level. The Air Force and the Navy only represent the requirement in terms of pounds per man per day. The aggregate requirements of the Marine Corps and Army are matched against DOD stocks and a decision is made whether the requirement is sourced or unsourced. The disadvantage to this system is that the other services do not item level source. It is quite possible that shortfalls will exist upon execution of the Plan as the Navy and Air Force begin to identify actual item requirements.

5. Identify Unsourced Items. As each sourcing agency completes sourcing actions, COMMARCORLOGCOM ensures that the TPFDD reflects the origin and associated transportation data of each shipment. COMMARCORLOGCOM (or COMMARCORSYSCOM) will report to the supported MARFOR the

results of sourcing actions, indicating the ULNs that contain requirements remaining to be sourced. The MARFOR will assess the risk associated with the lack of the specified items.

4306. DEVELOPING REQUIREMENTS IN MAGTF II. Planning is the phase during which a plan requirement is recognized, plan development responsibilities are assigned, and the plan is developed. Planning is accomplished in either a deliberate or crisis mode. The following overview provides an insight as to how requirements are developed within MAGTF II.

1. Once the force list for the MAGTF has been determined and the MAGTF commander determines the sustainment requirements, the sustainment for the force can be developed. The logical place to begin is to review the equipment density of the MAGTF. Once this has been reviewed against unit mechanized allowance lists, the requirements are exported from MAGTF II and input into the war reserve system. No data imports exist from MAGTF II into the war reserve system (WRS). The interface between MAGTF II and the war reserve system allows for actual asset sustainment building instead of using notional TUCHA data. This provides an accurate sustainment package. The war reserve system uses combat active replacement factors (CARFs) in determining total requirement. Actual formulas are continued in UM-4400-185, War Reserve System User's Manual, reference (v).

2. Requirements are phased into the theater of operations based on the requirements established by the MAGTF commander. To establish EADs and LADs, the MAGTF commander uses the RDD he wants for the material in a specific (theater) port. Once this RDD has been established and ports have been identified for embark of the materiel, the MARFOR determines the ship time from the port to the theater port (POE to POD). Once this is determined, this information becomes part of the sourced ULNs and part of the information passed to external agencies to meet unsourced requirements.

3. Reserve Requirements

a. Reserve forces are augmentation forces for all Plans. Because SMCR units do not have a discrete employment mission, they do not determine their own sustainment requirements. The MAGTF commander who will

employ the forces determines sustainment requirements for Reserve forces.

b. The following sub-paragraphs provide an overview of the Reserve sustainment process.

(1) The Reserves only maintain a portion of their T/E, called their Training Allowance (TA). This portion is maintained at numerous Reserve centers throughout the United States. The balance of their T/E is held in-stores by COMMARCORLOGCOM or those items that are shortfalls are sourced from the RBE at the GFC.

(2) Sustainment for the Reserve forces is predicated on the requirements of the GFC. When the MAGTF commander is determining his force, he builds the TPFDD, which includes Reserve forces, and their T/E. This information is exported into the WRS and identified to COMMARCORLOGCOM as an unsourced requirement. These unsourced requirements are filled by In-Stores assets or identified as a MEF shortfall.

(3) Detailed requirements for Reserve sustainment methodologies are contained in MCO P4400.39H, War Reserve Materiel Policy Manual, reference (u).

4307. AMMUNITION

1. Ammunition within the Marine Corps is divided into two separate categories. There is Class V(W) (ground) and Class V(A) (aviation). The following paragraphs discuss sustainment planning for both sub-classes:

a. Class V(W). MAGTF II is the source for determining the weapons types and densities that will be employed by the MAGTF. Personnel and weapons density multiplied by MCO 8010.1E, Class V(W) Planning Factors for Fleet Marine Force Combat Operations, reference (w), combat planning factors (CPF) multiplied by number of days plus the respective combat loads for each of the personnel and weapons equal the initial provisioning and sustainment requirements for the MAGTF. The ammunition combat load will be the initial issue to arm the force. The combat load is considered the minimum capability required for units entering combat or contingency operations. The published CPF's are the anticipated daily average expenditure for each DODIC/TAMCN combination listed in MCO 8010.1E, Class V(W) Planning

Factors for Fleet Marine Force Combat Operations, reference (w). CPF's are separated into Assault and Sustaining rates for either the Ground Combat Element (GCE) or the Non-ground Combat Element (NGCE). The MAGTF commander determines the rates required for the total force. For example: The GCE may use the Assault rate, while the ACE and CSSE use the Sustained rate. Once the total requirement is determined, the MAGTF commander sources requirements from available war reserve materiel stocks force-held (WRMSF). Requirements not supportable by WRMSF assets are passed to COMMARCORSYSCOM for sourcing of war reserve materiel stocks in-stores (WRMSI). COMMARCORSYSCOM sources these requirements from Marine Corps stocks held at either Single Manager for Conventional Ammunition (SMCA) or Non-SMCA wholesale activities worldwide. Assets not available within the Marine Corps WRMSI stockpile are considered unsourced requirements. COMMARCORSYSCOM will coordinate cross-leveling, new procurement or maintenance efforts, as required, in an effort to support unsourced requirements.

b. Class V(A). The NNOR is the source for determining ordnance requirements. It was developed for 4 theaters for each Type/Model/Series (T/M/S) aircraft. Ordnance is "pulled" by the activity with requisitioning authority. The requisition is validated and provided to the requisitioner and the information loaded to the TPFDD. Assets are sourced by either the CCDR or the Network Operations Center (NOC) from "fair share" stocks. Unsourced assets are referred to the NOC or wholesale activity. The NOC serves to break "fair share" or identify shortfalls. A shortfall is sourced from their wholesale support activity.

2. SMCA sources the MILSTRIP requirement based on the MAGTF Required Delivery Date (RDD). All of the service component requirements are merged and sourced together. SMCA delivers CINs back to the Marine Corps and MARCORSYSCOM converts those CINS to ULNs. In cases where the requirement remains unsourced and the ammo is necessary to support the MAGTF until plan end, unsourced ULNs are created. In cases where the length of plan exceeds the organic capability of the Marine Corps, CINs are created, along with RLDs and EADs to reflect the shipping necessary to meet the MAGTF commander's RDD.

4308. RESUPPLY

1. Resupply. The requirement for logistical planning during deliberate planning cycles is to determine and source the resources required to support the USMC component per the combatant commander's concept of operations. The following items are critical in pursuing this task:

a. Identification of logistic shortfalls that can be identified and prioritized in budgets and programming.

b. Producing an accurate sustainability assessment, as required by the JSCP.

c. Identifying sourcing agencies to ascertain stock availability and make an estimation of wartime workloads.

2. Sustainment encompasses both accompanying supplies and resupply. Resupply is the supplies and equipment that provide a MAGTF extended sustainment capability after accompanying supplies are exhausted. Material that makes up resupply may come from a combination of remaining Marine Corps assets, other theater service components tasked to provide common item support (CIS) by the combatant commander, and/or stocks held by a material manager such as DLA. Resupply is shown under CINs in a TPFDD as a non-unit record and its movement is via common user channels, not by assets dedicated solely to the Marine Corps to move accompanying supplies. Planning for resupply is the direct benefit in terms of our identifying both transportation and supply requirements to the combatant commander and supporting agencies.

3. The responsibility for determining the total sustainment requirement rests with the MAGTF commander with an employment mission. CINs will be provided in the Marine Corps TPFDD along with other ULNs reflecting accompanying supply requirements directed by the combatant commander's TPFDD LOI for the specific plan.

4. CINs are required when the plan length exceeds the capability of the MAGTF's accompanying supplies by more than ten (10) days.

5. CINs have no value when the TPFDD is executed because they do not reflect unit requirements. However, CINs provide the following positive benefits:

a. Form the basis for sizing the transportation channels required to support the combatant commander's concept of operations.

b. Identify resupply requirements to be provided by the supporting agencies (DLA, AMC, and IMMs).

c. Force the discussion of and assignment of common item support.

6. COMMARCORLOGCOM receives the unsourced requirements from the MAGTF commander via a WRS withdrawal plan, and coordinates with external agencies to source these assets.

4309. TPFDD CARGO GUIDANCE

1. MAGTF commander

a. Will develop FRNs and CINs that show the class of supply and type and degree of sustainment in the force description field of the record. For example:

CLASS I	MREs (32,000 MEALS) or (15 DOS)
CLASS I	B-RATIONS (30 DAYS)
CLASS III	PACKAGED (15 DOS)
CLASS III	DIESEL, BULK/DRUM (18,000 GAL)
CLASS IV	FIELD FORTIFICATION
CLASS V	GROUND (20 DOA)
CLASS V	AVIATION, THREAT or LOE (10 DOA)
CLASS IX	BATTERIES (30 DOS)

b. Will show in the service reserved force description field of the FRNs and CINs, the general location of these assets (e.g., LFORM, MPS, FORCE, Mission Load Allowance (MLA)). The exception to this will be ground Class V sourced from SMCA. The CINs, developed by SMCA during the sourcing process, that will be converted by the MAGTF commander to FRNs, shall have the original CIN reflected in the service reserve field to permit sourcing agencies to track the materiel back through the associated requisition documents.

2. COMMARCORLOGCOM

a. For designated classes of supply, in coordination with the component commander, uses the FRNs developed by

the forces to show assets held in-stores to support force requirements.

b. Coordinates actions to ensure registration of unsourced requirements for each plan with the applicable IMM and that appropriate sourcing data is developed for the FRNs.

c. Identifies problems encountered with the IMMs on this matter for resolution, when required.

4310. EXECUTING WAR WITHDRAWAL PLANS. HQMC (LP) must approve all withdrawals from war reserve. Accordingly, when a MAGTF receives a mission that requires execution of a war withdrawal plan, it will request authority to execute a withdrawal. Complete and accurate information will ensure the quickest response to a request for withdrawal of a specific plan. Specific withdrawal procedures are contained in MCO P4400.39H, War Reserve Materiel Policy Manual, reference (u).

CHAPTER 5

MANPOWER PLANNING GUIDELINES

5000. INTRODUCTION. This chapter provides an overview of Manpower guidance and actions required for force deployment as a synchronized function of FDP&E using appropriate automated tools in service and joint manpower planning.

5001. MANPOWER PLANNING FACTORS

1. General. During contingency operations, increased demands on Marine Corps manpower (Active, Reserve and Retiree) will require modification to peacetime manning to satisfy additional manpower requirements. Modifications to manpower assignment priorities will be established and published via separate MARADMINs and CMC planning guidance message(s) through out the contingency. The following germane manpower contingency planning factors are provided:

2. Active Component. Staffing and manning per appropriate MCO and directives until modified by D/C, M&RA. D/C, M&RA staffs the forces to Monitored Command Code (MCC) in accordance with CMC planning guidance and MCO 5320.12E, Precedence Levels for Manning and Staffing, reference (x).

a. Reserve Component

(1) U.S. Marine Corps Reserve Units

(a) USMR units will be activated as units or detachments (i.e., Det A, Co A, 4th Engineer Support Battalion) with appropriate Unit Type Code (UTC) and Unit Identification Code (UIC) to track, report readiness, etc.

(b) USMCR detachments are not activated to source manning shortfalls in AC or activated RC units.

(c) Individual USMCR unit members who volunteer for orders, during a contingency to include Presidential/Congressional authorization of U.S. Code Title 10, reference (g), section 12304, 12302, 12301 (a) and 12301 (d), will be issued orders by CMC (MPP-60) per MCO 1001.60, Pre-trained Individual Manpower (PIM) Assignment Program, reference (y).

(d) USMCR detachments will consists of a minimum of 2 Marines.

(e) D/C, PP&O authorizes COMMARFORRES to activate/deactivate USMCR units/detachments.

(2) Individual Ready Reserve (IRR)

(a) The IRR is a manpower resource used by HQMC to provide individual augments, combat replacements and unit fillers to source operational manpower requirements.

(b) Marine IRRs will be issued appropriate recall orders, once approved by D/C, M&RA and authorized by SECNAV (M&RA). CMC (MPP-60) may task MARFORRES (MOBCOM) to issue activation orders during a contingency. MCO P3000.19, MAID-P, reference (d), contains additional information on the IRR recall procedures.

3. Manpower Mobilization Assignment System (MMAS). The MMAS is the collection of systems, processes, and procedures used to provide an adequate manpower surge capacity for the Marine Corps. Assignment of Total Force manpower will occur as a result of executing the MMAS family of systems in conjunction with manpower planning factors and CMC guidance. Appendices 1 and 3 of annex C to the MAID-P (MCO P3000.19) outline planning factors and manpower models to activate Reserves and deploy the force.

a. Active Component (AC). Consists of all USMC operating forces and supporting establishment. The force is staffed by monitored command code (MCC) vice T/O.

b. Reserve Component (RC)

(1) Ready Reserve. The Ready Reserve consists of Reserve units and individual members who are liable for immediate active duty during war or national emergency. The Ready Reserve includes the Selected Reserve and the Individual Ready Reserve (IRR). Members of the Ready Reserve, minus AR members, may be called to active duty in time of war, national emergency proclaimed by the President, or declared by Congress or when otherwise authorized by law. USMCR units will be used to meet Combatant Commander (CCDR) Request For Forces requirements. IMA members will be used to fill their AC T/O line number. Members of the IRR will be used to fill combat replacements, AC individual augmentation, and USMCR unit shortfalls.

(2) Standby Reserve. Members of the Standby Reserve can be ordered to active duty only after the Secretary of the Navy has determined there are not enough qualified members readily available in the Individual Ready Reserve.

c. Retired Component

(1) Category I Retirees. Category I retirees are non-disability retirees, under the age of 60, who have been retired for less than five years. This is the primary population of retirees that would be recalled to active duty in time of war, national emergency proclaimed by the President, or declared by Congress, or when otherwise authorized by law. They would not only be used to expand the CONUS supporting establishment, but may also be employed in noncombatant billets in the operating forces if suitable individual reservists are not available. These retirees are also available for pre-assignment to contingency billets.

(2) Category II Retirees. Category II retirees are non-disability retirees under the age of 60 who have been retired 5 years or more. They are assigned to billets the same as Category I retirees.

(3) Category III Retirees. Category III retiree classification is comprised of any retiree, over age 60 including those retired for disability, other than Category I and II. This manpower asset will be called only after it is clear that there are no other available manpower resources. With few exceptions, these retired Marines will be used only in the CONUS supporting bases and stations.

5002. FDP&E MANPOWER PLANNING AND SOURCING. This Section outlines planning procedures/responsibilities for the Marine Corps component commander and HQMC Manpower Planners, (POC/M&RA) prior to, during, and after Sourcing and Refinement Conferences. Actions may be accomplished concurrently within each phase or consecutively, depending upon whether the action is performed in a sequential hierarchy or independent of other steps.

1. Receive and analyze the mission. In the receive and analyze mission phase, the CCDR tasks the COMMARFOR to develop a force list based upon the mission assigned for each plan. The Marine Corps component commander will

execute the MCPP and convene the DOT to develop the force list during initial planning and refine during the sourcing conference. The DOT will include manpower planners to ensure all manpower requirements are accurately identified to initiate necessary manpower planning actions required for assignment and/or future augmentation.

2. Development of the CONOPS. During this phase, the component commander certifies the manpower requirements to the CCDR for finalization of annex A to the plan or subsequent rotation of forces during execution of follow-on operations. The supported MARFOR and D/C, M&RA are responsible for publishing manpower R&FI guidance for inclusion in Total Force Manpower Guidance message and plans.

3. Determine requirements. During this phase, USMC/USN combat personnel replacement requirements, initial individual augmentation (IA) and backfill requirements are outlined to determine initial deployment support augmentation and reinforcement requirements. This will include base, air station and Medical Treatment Facility (MTF) predeployment requirements to support the force deployment process.

4. Phase Deployment Flow. See Chapter 3.

5. Source Requirements

a. The supported MARFOR sources manpower requirements from assigned/attached forces. Supported MARFORs submit a Request for Forces to the supported CCDR identifying unsourced manpower requirements. CMC action per MAID-P (MCO P3000.19) and JOPES VOL I processes activation requests for RC if required. Appendix 6 of annex C from the MAID-P (MCO P3000.19) outlines the casualty replacement process and model in more detail. The USMC Casualty Estimation (CASEST) model will be employed at the MEF/MAGTF level. The manpower planners and operations planners must input data into the model based upon current operational situation and assumptions contained in the CONOPS and CMC planning guidance. MMAS CASEST model output by grade and MOS stratification are used in TPFDD development and to determine Navy echelons of care for medical support and MEDLOG.

b. The supported CCDR attempts to source from assigned/attached forces. The CCDR builds RFF/RFC (per CJCSM 3120 and JOPES VOL 1) and submits the request to CJCS, info CMC. CJCS vets, prioritizes, staffs and routes to force providers for a sourcing solution COA. Sourcing solution COAs are developed and submitted with recommended sourcing solutions.

c. The CJCS issues a DEPORD for the SecDef approved sourcing solution. The supported COMMARFOR issues the "Report For Planning" message. This message notifies COMMARFORRES and USMCR units that activation is approved and manpower actions required for “alert” must be accomplished to start predeployment benefits.

d. Supporting CCDRs and MARFORs issue DEPORDs, and JFCOM/MFL request CMC direct USMCR activation. CMC requests the authority to mobilize/activate USMCR forces. CMC receives authority, via CJCS and SECNAV, to mobilize/activate USMCR units. CMC directs COMMARFORRES to activate units specified in DEPORD.

e. CMC/CNO is responsible to activate other RC/Retired Manpower requirements not specified in the DEPORD for individual augmentation (IA)/Individual Mobilization Augmentee (IMA), individual combat replacements or deployment support augmentation requirements identified during either planning or execution phases.

f. Requests for individual augmentation and IMA requirements are submitted to CMC (MP) via appropriate COMMARFOR and/or command/agency.

6. Tailor Requirements. The supported CCDR refines force/sustainment requirements to include identifying individual augmentation and combat replacements based on mission analysis. CMC is an info addressee; to continue manpower processes in support of follow on force flow as required in the TPFDD.

7. Validate Movement Requirements. The supported CCDR validates movement requirements and sourcing. During this phase, the Operations and Manpower Sections enter data into JOPES from MCMPS utilizing MDSS II to pre-manifest ULNs assigned to allocated lift assets.

8. Marshall and Move to POE (R&FI). The GFC conducts R&FI of AC/RC unit personnel and reports, via message traffic, force integration/assumption of OPCON per CMC TF manpower and planning guidance.

9. Manifest and Move to POD. During this phase the DUC and Supported MARFOR submit manifest data and load documentation. They also report integration/assumption of OPCON to the supported CCDR and subsequent force closure in theater.

10. Move to Final Destination. Manpower reporting via SITREPS or other means certifies personnel movement to the Tactical Assembly Area and forward movement.

CHAPTER 6

GLOBAL FORCE MANAGEMENT PROCESS

6000. PURPOSE

1. Global Force Management (GFM) will integrate complementary assignment, apportionment, and allocation processes into a single process. GFM aligns force apportionment, assignment, and allocation methodologies in support of the defense strategy and joint force availability requirements. It provides comprehensive insights into the global availability of U.S. military forces and provides senior decision makers a process to quickly and accurately assess the impact and risk of proposed changes in forces/capability assignment, apportionment, and allocation. Global Force Management goals are:

a. Account for forces and capabilities committed to ongoing operations and constantly changing unit availability.

b. Identify the most appropriate and responsive force or capability that best meets the combatant command requirement.

c. Identify risk associated with sourcing recommendations.

d. Improve ability to win multiple overlapping conflicts.

e. Improve responsiveness to unforeseen contingencies.

f. Provide predictability for rotational force requirements.

2. GFM will enable the SecDef to make proactive, risk-informed force management decisions by integrating the three processes of assignment, apportionment, and allocation to facilitate alignment of operational forces against known allocation and apportionment requirements in advance of planning and deployment preparation timelines. The end result will be timely allocation of forces and capabilities necessary to execute combatant command missions (to include theater security cooperation tasks), timely alignment of forces against future requirements, and informed SecDef decisions on the risk associated with allocation decisions while eliminating ad hoc assessments.

3. GFM Scope. The Unified Command Plan (UCP), reference (j); Forces For Unified Commands Memorandum (Forces For), reference (n); and the Joint Strategic Capabilities Plan (JSCP), reference (f), are the baseline documents that establish the policy and procedures in support of Global Force Management. Global Force Management will include:

a. Direction from the SecDef as to assignment of forces to combatant commands.

b. The force/capabilities allocation process that supports combatant commands for both steady-state rotational requirements and Requests for Capabilities or Forces in response to crises or emergent contingencies.

c. The apportionment guidance the Joint Strategic Capabilities Plan (JSCP), reference (f).

6001. THE ASSIGNMENT, ALLOCATION, AND APPORTIONMENT RELATIONSHIP

1. The current relationship between the three force management processes is complex. The purpose of GFM is to transform these three stove-piped processes into a predictive, streamlined and integrated process supported by net-centric tools that integrates risk management. Authoritative documents that govern the three processes follow:

a. Assignment. U.S. Code Title 10, reference (g), sections 161, 162 and 167, outlines force assignment guidance and requirements. The President, through the Unified Command Plan (UCP), reference (j), instructs the SecDef to document his direction for assigning forces in the memorandum entitled “Forces for Unified Commands”, reference (n). Per U.S. Code Title 10, reference (j), section 162, “the Secretaries of the Military Departments shall assign all forces under their jurisdiction to unified and specified combatant commands…to perform missions assigned to those commands. Such assignment shall be made as directed by the SecDef, including direction as to the command to which forces are to be assigned.”

b. Allocation. Per U.S. Code Title 10, reference (g), section 162, “a force assigned to a combatant command…may be transferred from the command to which it is assigned only by authority of the SecDef; and under procedures

prescribed by the SecDef and approved by the President." Under this authority, the SecDef allocates forces between combatant commanders.

c. Apportionment. Per U.S. Code Title 10, reference (g), section 153, "the Chairman of the Joint Chiefs of Staff shall be responsible for...preparing strategic plans, including plans which conform with resource levels projected by the SecDef to be available for the period of time for which the plans are to be effective." Per the JSCP, reference (f), "apportioned forces are major combat forces and selected support forces provided to combatant commands for contingency planning. They are forces projected to be available for employment during the period of time for which the plans are effective." The CJCS apportions forces to combatant commands based on the SecDef's Contingency Planning Guidance, reference (z).

2. The relationship between the assignment, apportionment and allocation processes will transition over time to a single, integrated capabilities based process that supports the Defense Strategy. The objective is to proactively identify strategic/military risk and develop mitigation options given an imbalance between:

a. The current force/capability supply (those forces/capabilities assigned to combatant commands as well as service unassigned forces/capabilities that support U.S. Code Title 10, reference (g), functions.

b. Current force/capability demand (forces/capabilities allocated to combatant commands in support of combatant command assigned missions).

c. Potential future demand (forces/capabilities apportioned to combatant commands for adaptive planning).

3. Aligning the three processes under Global Force Management is the interim step. As the GFM data initiative fields usable tools and capabilities, GFM will enable the Joint Chiefs to manage force availability and the Primary Joint Force Provider to monitor force availability over time, identify risks to execute combatant commander missions, forecast sourcing challenges to execute contingencies, and project Reserve Component unit mobilization/availability.

6002. GLOBAL FORCE MANAGEMENT REQUEST FOR CAPABILITIES (RFC) / REQUEST FOR FORCES (RFF) ALLOCATION PROCESS

1. The Process. This portion lays out the process, roles, missions and functions to support the sourcing of combatant command requests for capabilities and forces to support emerging or crisis-based requirements. This process is executed in eight steps (also depicted in Figure 6-1):

a. Step 1. Combatant commanders submit RFF/RFC to support emerging operational requirements to the Joint Staff. The Joint Staff validates the RFF/RFC.

b. Step 2. The Joint Staff determines if the requested capability or force requests USSOCOM, USSTRATCOM, USTRANSCOM or other federal agency asset(s), and, if so, develops sourcing recommendations for SecDef approval directly with the sourcing combatant command or federal agency.

c. Step 3. CJCS directs the primary Joint Force Provider (JFP) to develop a sourcing recommendation for the validated RFC/RFF. The forwarded RFC/RFF may include sourcing guidance developed by the Global Force Management Board (GFMB). The Joint Staff provides an info copy of the RFC/RFF to the services and combatant commands.

d. Step 4. The primary JFP will develop recommended global sourcing solutions to fill the validated RFC/RFF.

e. Step 5. JFCOM develops a draft Deployment Order (DEPORD) and coordinates – again, through its service components – its recommended sourcing solution with services and combatant commands. The role of the primary JFP in this step is to formally capture – through staffing – the risks associated with a particular sourcing recommendation.

f. Step 6. JFCOM provides to the Joint Staff its recommended global sourcing solution from all conventional forces (including those assigned to combatant commanders and those forces not assigned to combatant commands and retained under control of the service secretary). JFCOM provides info copies to the services and combatant commands.

g. Step 7. Combatant commands and services communicate to the CJCS their assessment of risk or other issues associated with JFCOM's recommended global sourcing solution. JS coordinates with OSD, agencies, services or combatant commands with issues or equity to articulate or adjudicate (if possible) issues that would result in a non-concurrence or reclama. This step does not relieve JFCOM of the requirement to coordinate its recommended sourcing solution with combatant commands and services. Instead, it provides a means as required for combatant commanders and service chiefs to provide an additional assessment if they feel one is required.

h. Step 8. The Joint Staff staffs the JFCOM draft DEPORD with agencies and OSD. If necessary, the Joint Staff adjudicates any combatant command or service non-concurrence, and forwards the recommended sourcing solution via the DEPORD book to the SecDef for approval.

2. Roles and Responsibilities of the Services

a. Services will provide readiness, availability, deployment, and redeployment information for those forces not assigned to combatant commanders but under service authority to Commander, USJFCOM through his assigned service components for both active and reserve forces.

b. In coordination with the primary JFP:

(1) Formally assess and provide to JFCOM (via JFCOM-assigned service components) military/institutional risk associated with primary JFP-recommended sourcing solutions.

(2) Upon SecDef approval of allocation action(s), execute required mobilization, demobilization and reconstitution actions.

(3) Execute force management functions that sustain an acceptable level of available forces to support combatant command requirements for capabilities and forces. Such functions are supported by policies that include, but are not limited to, rotational policies; personnel and stop-loss policies; and readiness and training policies.

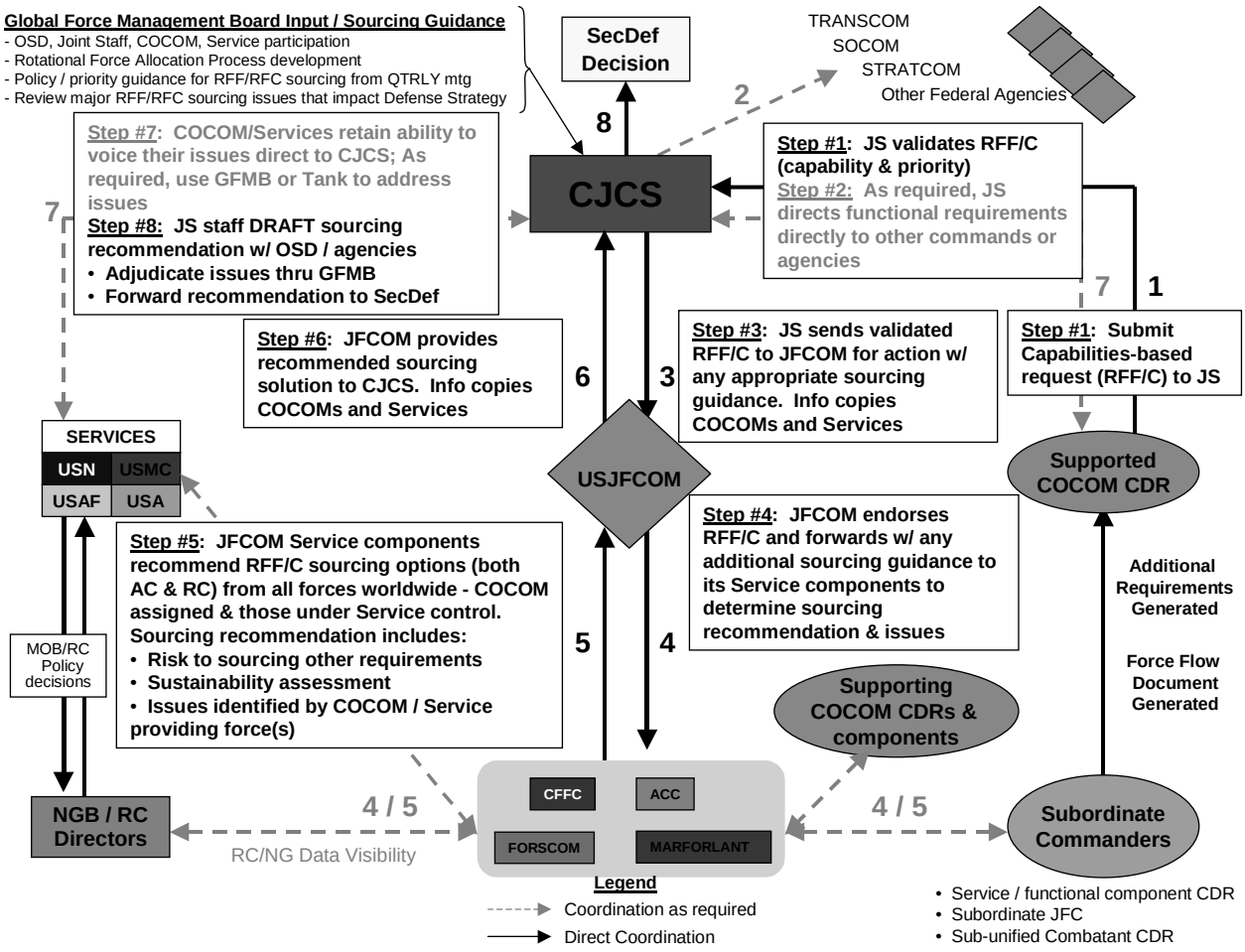


Figure 6-1: Global Force Management RFC/RFF Allocation Process.

6003. Global Force Management Rotational Force Allocation Process

1. This process lays out the process, roles, missions and functions to support the sourcing of combatant command rotational force requirements. This process is executed in eight steps as depicted in figure 6-2. Once approved and published via the J8 collated Forces For Unified Commands document, reference (n), that integrates assignment, apportionment, and allocation actions under Global Force Management; this rotational force allocation process supercedes the Global Naval Force Presence Policy.

2. Overview. The rotational force allocation process provides guidance for the allocation of rotational forces to support combatant command needs. The U.S. Armed Forces provide overseas presence through a combination of

rotational forces and forward-based forces with the resources (infrastructure and pre-positioned equipment) necessary to sustain and maintain those forces. Forward-based forces are assigned to regional combatant commands (e.g., USEUCOM, USPACOM, and USSOUTHCOM) in the assignment tables of the Forces for Unified Commands document, reference (n). Rotational forces are forces allocated to a combatant commander to execute tasks in that combatant command's area-of-responsibility (AOR), and are typically deployed for a specified period of time (generally, 90 - 179 days). Rotational forces deploy as "units", typically sized at the battalion/squadron, air expeditionary group, or carrier strike group/expeditionary strike group level or larger (smaller sized capability packages are excluded). Rotational forces are sourced globally – all forces are available for tasking, and capabilities in one AOR can be committed in another AOR.

3. The Process. The rotational force allocation process is facilitated by quarterly Global Force Management Boards (GFMBs). An October GFMB will review and prioritize combatant command rotational requirements for the next three years – schedule year (current FY + 1) and the planning years (current FY + 2 and current FY + 3). Following GFMB approval of those rotational requirements, the primary JFP develops a DRAFT rotational force schedule and rotational force allocation plan. A January GFMB will review the draft schedule and allocation plan developed by the primary JFP. Upon GFMB approval, the schedule and allocation plan will, if required, be vetted through the Tank process and forwarded to the SecDef for approval. An April GFMB will review the approved rotational force schedule for any changes identified subsequent to SecDef approval. Finally, a July GFMB will review Joint Staff developed guidance and assumptions prior to soliciting requirements from the combatant commands in preparation for the next October GFMB.

4. Roles and Responsibilities of the Services (in coordination with the primary JFP)

a. Formally assess and provide to JFCOM (via JFCOM-assigned service components) military/institutional risk associated with primary JFP-recommended rotational force schedules and rotational force allocation plans.

b. Upon SecDef approval of the rotational force schedule, execute required mobilization, demobilization and reconstitution actions.

c. Through JFCOM-assigned service components, work to identify and program assets and funding in support of the rotational force allocation plan for current FY+2 and current FY+3.

d. As required, participate in the GFMB to develop the rotational force schedule and allocation plan. The rotational force allocation process desired end state is to enable a capabilities-based rotational force allocation process that achieves CPG goals. This process will determine the appropriate joint forces to fill validated combatant commander requirements.

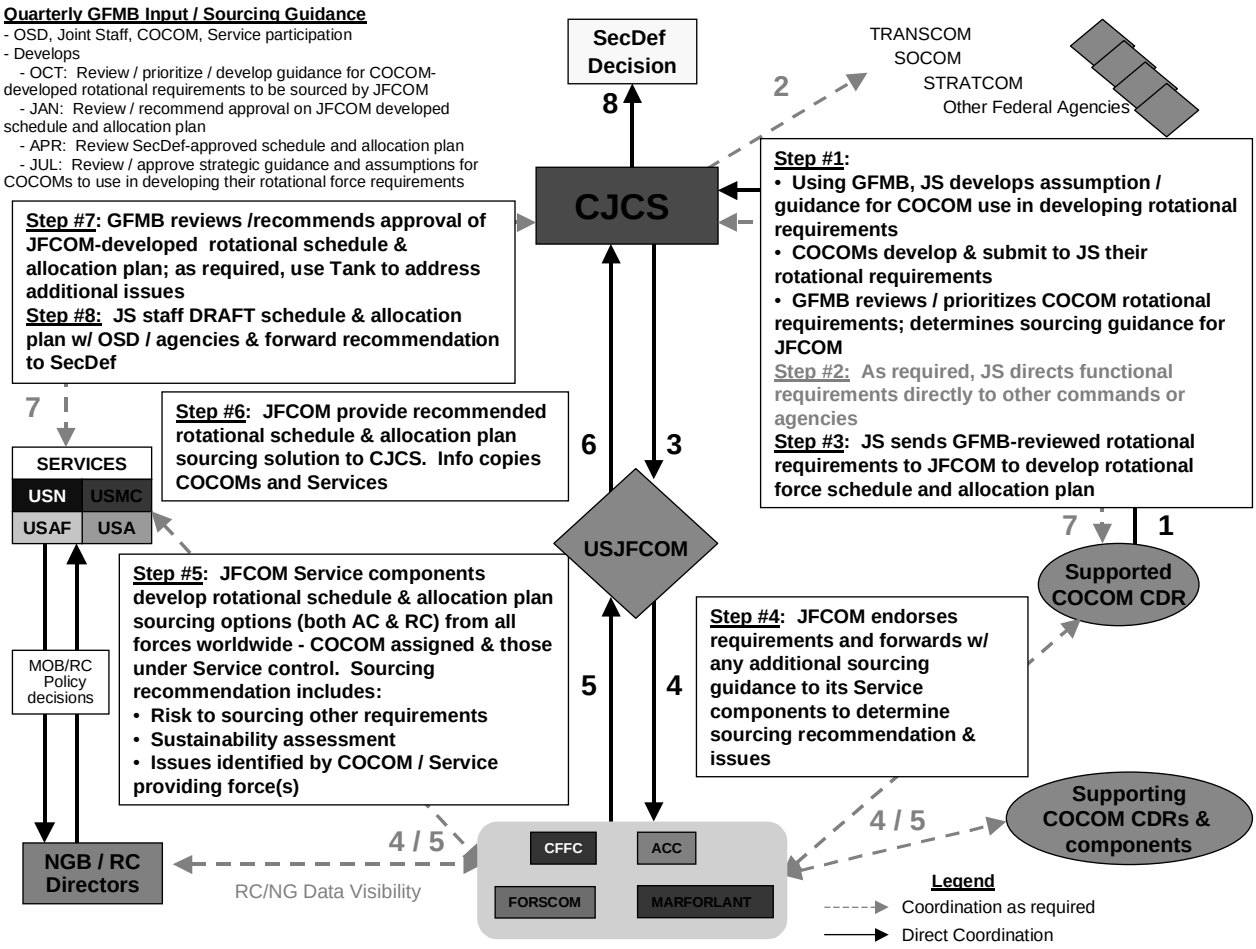


Figure 6-2: Global Force Management Rotational Force Allocation Process.

Appendix A
Marine Corps FDP&E Matrix

Task	CMC	[illegible]	[illegible]	[illegible]	[illegible]	Supporting MARFOR	Supported MARFOR	[illegible]	[illegible]	[illegible]	[illegible]	Reference
FORCE DEPLOYMENT PLANNING												
DEFINE & ANALYZE MISSION												
Execute the Marine Corps Planning Process										X		MCWP 5-1
Convene the DOT (Deployment Operations Team)												
DEVELOP CONCEPT OF OPERATIONS												
Develop Task Organization for employment	I	I	I	I		I	I	X		A		JP 5-1 Chap 3, para 6, Ref JOPES Vol III Annex 4
Articulate command relationships for supporting forces	I	A	A	A	A	A	X	X	I	I	I	Joint Pub 4-05 / MCO P3000.19 (MAID-P)
Articulate command relationships for Supporting Establishment	X/A	I	I			I	I	I	I	I	A	MCO P3000.19 (MAID-P) Annex / Appx I
Articulate command relationships for USN Supporting Establishment	I	X/A		I	I		I		I			MCO P3000.19 (MAID-P)
Establish initial reports for planning relationships	I	I	I	I	I	X/A	I	I	I	I	I	Per Command relationships per CJCS/SecDef Dir
Develop Force List (Annex A)	I	I	I	I	I	I	X	X	A	A		
Publish R&E guidance and incorporate into deployment plans	X				I	I	X	A	A	A	I	Ref MCO P3000.18 (MAID-P)
Determine deployment support requirements to individually supported commander	I		I		I	A	A	X	A	A	A	MCO P3000.19 (MAID-P)
DETERMINE REQUIREMENTS												
Develop ULN structure and associated force requirements to support the CONOPS and task organization	I	I	I	I	I	I	X/A	I	I	I	I	Define rqmts in MAGTF II/FRG IL Ref JOPES Vol III Appx A, Encl F and CJCSM TPFDD LOI
Develop force ... (ULN) for force unit(s) specified in the Task Organization	I	I	I	I		I	X/A	I	I	I	I	MCO P3000.18 (53)
Develop initial sustainment rqmts	I	I	I	I		I	X/A	I	I	I	I	Recommend LOGCOM ... (MEF)
Develop transport of logistics support					A	A	X	A				MCO P3000.18 XX
Determine USMC/USN combat personnel replacement requirements	I	I	I	I		I	X/A	X/A		A	I	Supported MARFOR with CASEST to build rqmt and submit to CMC (M&RA and ...) (MCO P3000.19 (MAID-P) Annex C Appx ...)
Determine initial Individual Augmentation (IA) and backfill requirements	X/A	I	I	I	X/A	X/A	X/A	X/A		X/A	X/A	Ref MCO 1001.61, MCO P3000.19 (MAID-P) and CJCS ... IO ... augments
Determine initial deployment support augmentation & reinforcement requirements to include base, air station and MIT pre-deployment reqs	X/A	A/I	I	I	X/A	X/A	X/A	X/A	A	X/A	I	Includes FAP (MCO 5320 ...) ... (MCO P3000.19 MAID-P)

X - Responsible **A - Action** **I - Information/Monitor**

Appendix A
Marine Corps FDP&E Matrix

TASK	CMC	[illegible]	USJFCOM	NAVRESFOR	MARFORRES	Supported MARFOR	Supporting MARFOR	[illegible]	[illegible]	MAGTF	[illegible]	REMARKS
Determine/forward pre-deployment requirements (to include training, increase and augment)	I	I	I	A	A	I	X/A	X/A	A	A	I	NAVRESFOR includes Reserve NCS. MCO P3000.19 (MAID-P)
PHASE DEPLOYMENT FLOW												
Phase deployment flow via JOPES/MAGTF II	I	I	I	I	I	I	A	X/A	I	A	I	Per JOPES Vol III Encl B and CCDR TPFDD LOI
Analyze TPFDD for logical and fatal errors					A	A	X	A	A	A		
SOURCE REQUIREMENTS												
Source reqs from assigned/attached forces							X					JOPES Vol III Appx A, Encl F
Unsourced Reqs w/ ID's and a Request for Forces/Capabilities is submitted to Supported CCDR	A	I	I	I	I	A	X/A	X	I	X	I	Per JOPES Vol III, Appx A, Encl A, JP 3-35, and MAID-P. Supporting MARFOR Notified
Submit request for service support requirements	A	I	I	I	I	A	X/A	A	I	A	A	
Request individual augmentation	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	X/I/A	MCO 1001.61; MCO P3000.19 MAID-P
CCDR attempts to source from assigned/attached forces	I	I	I	I	I	I	I	I	I	I	I	
CCDR submits JOPES RFF/RFC and submits to CJCS	I	I	I	I	I	I	I	I	I	I	I	
CJCS tasks, analyzes, staffs and relates to force providers	A	I	I	I	I	I	I	I	I	I	I	
Develop and submit recommended sourcing solutions	A	A	A	A	A	X	I			A	A	
CJCS issues DEPORD for SecDef approved sourcing solution	I	I	I	I	I	I	I	I	I	I	I	
Issue "Report For Planning" message	I	I	I	I	A	I	X/A	I	I	I	I	MCO P3000.19 (MAID-P)
Supporting CCDR and MARFORs issue DEPORDs	I		I	I	A	A	A					CDRUSJFCOM directs sourcing of USMC force rqmts to COMMARFORLANT when designated as a supporting CCDR and issued to source unfilled rqmts
Request CMC direct USMCR activation	A	I	I	I	I	X	I	I	I	I	I	
Request authority to mobilize/activate USMCR forces	X	I	I	I	I	I	I	I	I	I	I	CMC will request to SecDef via CJCS authority
Receive authority from CJCS and SECNAV to mobilize/activate USMCR units	X	I	I	I	I	I	I	I	I	I	I	MCO P3000.19 (MAID-P)
Issue Total Force Manpower Guidance	X	I	A	I	A	A	A	A	A	A	A	Can include stop loss authority. MCO P3000.19 (MAID-P)
Direct COMMARFORRES to activate units	X	I	I	I	A	I	I	I	I			MCO P3000.19 (MAID-P). Must include support relationships [illegible] to GFC [illegible]

X - Responsible A - Action I - Information/Monitor

Appendix A
Marine Corps FDP&E Matrix

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Report activation												Per MCO P3000.19 (MAID-P), [illegible] activation and command authority [illegible] message
Required SORTS update	I		I		[illegible]	I	I	I	A	A		SMCR unit change [illegible] MCO P3000.11 (SORTS), MFR 3000.2 [illegible] and Annex M
Activate other RC/RET reqs	X/A	X/A	I	A	A	I	I	I	I	I	I	MCO P3000.19 (MAID-P), Annex C
Create and verify force flow movement data [illegible]	A	A		A	A	A			X/A		A	USMCR TPFDD [illegible] movement from origin to theater
Identify capability sourcing shortfalls	X				X	X	A	A	X	A		JOPES Vol I
Assess risk associated with any unsourced requirements	I	I	I	I		I	I	A	A	A	A	JOPES Vol I
Establish funding source responsibility for activated USMCR units	X/A	X/A	I	I	I	I	A	A	I	I	I	MCO P3000.19 (MAID-P), Annex W or EMER personnel
Source individual combat replacements	X/A											CMC [illegible] Replacement Pools. MCO P3000.19 (MAID-P), Annex D
Source individual augment requirements [illegible]	X/A		A								A/I	MCO P3000.19 (MAID-P), Annex D
Report initial Remain Behind Equipment (RBE)	I		I		X/A	X/A	X/A	I	A	A	I	With exception of [illegible] MCO P3000.19 (MAID-P), MFR 3000.2 page C-4-1 [illegible]
Source DUC equipment from RBE					I	I		X	A	A		MCO P4400.[illegible], MFC 3120.15A para 5001.1, MFR 3000.2 page C-4-1
Identify remaining equipment shortfalls to LOGCOM for sourcing	I		A		I	X	I	I	I	I	I	MCO P3000.19 (MAID-P), [illegible] para 5001.4, MFR 3000.2 page C-4-1
Source remaining equipment requirements	I		X		I	I	A	A	A	A	A	MFC 3120.15A para 5002, [illegible] UM 4400-185 and 186
Source equipment [illegible] other service components	I		I		I	I	X	A	A	A	A	[illegible] 3120.15A para 5002, [illegible] UM 4400-125 and 185
Report final RBE to LOGCOM	I		A		X/A	X/A	X/A	I	A	A	I	MFC 3120.15A para 5002, [illegible] UM 4400-185 and 186
Request appropriate FMID status	I		I		A	A	A	I	A	I		Required in activation order [illegible]
Approve new FMID status	X		I		A	A	A	A	A	A		MCO [illegible]
Decide whether [illegible] for AC/RC unit is appropriate [illegible]	I		A		A	A	A	I	A	I		MCO [illegible]
Change TAC 1 and TAC 2 addresses	I	I	A	I	I	I	A	I/A	A	[illegible]		MCO 4400.[illegible]
Source deployment support augmentation requirement	A	A	I	A	A	X	I	I	A	I	A	
Issue CTE/[illegible] to AC/RC units [illegible]	I	I	A	A	A/I	A	A	I	A	A	A	

X - Responsible A - Action I - Information/Monitor

Appendix A
Marine Corps FDP&E Matrix

TASK (partly illegible)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	REFERENCE (partly illegible)
TAILOR REQUIREMENTS												
Refine force/sustainment requirements [illegible]	I	A	A	I	I	I	X	A	A	A	A	Joint Pub 5-0, CJCSM 3122.01, JOPES Vol I
FORCE DEPLOYMENT EXECUTION												
VALIDATE MOVEMENT REQUIREMENTS												
Support [illegible]	I	I	I	I	I	I	A	I	I		I	Ref CJCSI 3020.01
[illegible] schedules and allocates [illegible] requirements	I	I	I	I	X	A	X	A	A	A		
Conduct and validate load plans by mode [illegible]	I	I	I	I	I	I	I	I	X/A	X/A		
[illegible]	I		I	I	A/I	A	A	A	X	X		CJCSM 3122.02C JOPES Vol [illegible]
Schedule [illegible]	I	I	X/A	I	X/A	I	I	A	X/A	X/A		
MARSHAL & MOVE TO POE (RAF)												
Select Unit Marshaling Area	I				I	I	I	I	I	A		MCRP 4-11.3G, page [illegible]
Activate Movement Control Center (FMCC/MCC/UMCC)	I		I	I	I	I	I	I	X	A	I	MCRP 4-11.3G page 5-4
Load conveyances as outlined in load plan	I		I	I	I	I	I	I	A	X		MCRP 4-11.3G
Conduct [illegible] of AC/RC unit	I		I		I	I	I	X	A	A	I	MCO P3000.19 [illegible]
Exercise command/support per CMC guidance	A		I	I	I	I	I	X	A	A	I	[illegible]
AC/RC units transfer equipment to GFC	I		I	I	A	I	I	A	X	A		MPR 3000 [illegible]
Effect transfer in AAC												
SMCR units employed as detachments [illegible] equipment to GFC	I	I	I	I	I	A	A	A	A	A		
Provide life support	I	I	I	I	I	I	I	X	I	X	X	
Report Force integration / assumption of OPCON per CMC guidance	I		I	I	I	I	A	X	A	A		via [illegible] message
MANIFEST AND MOVE TO POD												
Submit manifest data / load documentation	I		I	I	I	I	X	I	X/A	A		CJCSM 3122.02C JOPES Vol [illegible]
Report [illegible]	I			I	I	I	X/A	I	A			
Report force closure	I	I	I	I	I	I	X/A	I	X/A			per JOPES Vol III (S&M)
MOVE TO FINAL DESTINATION												
Time force movement to TAA	I					I	X					
Capture, record, and report costs	A	A	A	A	A	A	A	A		A	A	

NOTES:
1. MAGTF includes MAGTF CE, GCE, ACE, CSSE and subordinate commands.
2. GFC is commander that receives and integrates a subordinate unit for employment.
3. DUC is any commander that will deploy his/her unit for employment.

X - Responsible   A - Action   I - Information/Monitor

Appendix A
Marine Corps FDP&E Matrix

TASK	CMC	CNO	LOGCOM	NAVRESFOR	MARFORRES	Supporting MARFOR	Supported MARFOR	GFC	DUC	MAGTF	MCB/MCAS/ BASE-DSP	REMARKS
FORCE REDEPLOYMENT PLANNING												
IDENTIFY UNITS FOR REDEPLOYMENT AND ACTIVATION												
DEVELOP CONCEPT FOR WITHDRAWAL												
CINC receives redeployment authority	I	I	I	I	I	I	I	I	I	I	I	Reporting MARFOR readdresses to the appropriate commanders
Establish report for planning	I	I	I	I	I	I	X/A	A	A	A	I	Includes commanders receiving units/dets from the GFC
Develop non-SMCR personnel redistribution policy	X	X	I	I	I	I	X/A	A	A	A	I	Concerns in-theater redistribution only
Identify Mandatory Deactivation Date	X	X	I	A	A	A	X/A	A	A	A	A	
Determine redeployment marshalling areas	I	I	I	I	I	I	X	A	A	A	I	
Develop concept of logistic support	I	I	I	I	I	I	X	X/A	A	X/A	I	In-Theater logistics support. Equipment
Development of ports of embarkation	I	I	I	I	I	I	X	X/A	A	X/A	I	
Redefine command relationships for withdrawal and redeployment	I	I	I	I	I	A	X	X/A	A	X/A	I	
Establish withdrawal/redeployment priority	X	X	A	A	A	A	X/A	X/A	A	X/A	I	CMC & CNO will provide influence
Develop task organization for redeployment	I	I	I	I	I	I	X	X/A	A	X/A	I	Establishes ULN structure
DETERMINE REDEPLOYMENT REQUIREMENTS												
Identify units/dets for redeployment	I	I	I	I	I	I	X	X/A	A	X/A	I	
Develop ULN structure and associated force requirements to support concept of redeployment/task organization	I	I	I	I	I	I	X	X/A	A	X/A	I	MCO 4600.7C
Identify personnel to remain in theater	I	I	I	I	I	I	X/A	X/A	A	X/A	I	CMC (PP&O/M&RA) & CNO will provide influence
Identify equipment to remain in theater	I	I	I	I	I	I	X/A	X/A	A	X/A	I	CMC & CNO will provide influence
Identify personnel to redeploy with unit/Det	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Identify equipment to redeploy with unit/Det	I	I	I	I	I	I	X/A	X/A	A	X/A	I	CMC & CNO will provide influence

X - Responsible A - Action I - Information/Monitor

Appendix A
Marine Corps FDP&E Matrix

TASK	CMC	CNO	LOGCOM	NAVRESFOR	MARFORRES	Supporting MARFOR	Supported MARFOR	GFC	DUC	MAGTF	MCB/MCAS/ BASE HOSP	REMARKS
TAILOR REDEPLOYMENT REQUIREMENTS												
Refine force requirements via the TPFDD	I	I	A	A	A	A	X/A	X/A	A	X/A	I	Continuous process until TPFDD has flowed
Assess risks associated with redeployment lift and throughput requirements	I	I	A	A	A	A	X/A	X/A	A	X/A	I	
FORCE REDEPLOYMENT EXECUTION												
Issue redeployment order with direction/request to continuously validate TPFDD movement requirements	I	I	A	A	A	A	X/A	A	A	A	I	
CONDUCT LOAD PLANNING												
Certify movement requirements	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Receive scheduling and movement	I	I	I	I	I	I	I	I	I	I	I	
Schedule organic moves	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Produce load plans and provide to TRANSCOM	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Allocate ULN's to carriers/missions	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
MARSHAL & MOVE TO POE												
Move force to POE consistent with the TPFDD	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Embark on Strategic Lift consistent with load plan	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Redeploy	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Provide redeployment support to conduct RSO	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Conduct RSO	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
MOVE TO POD												
Continuing daily certification of TPFDD	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
Manifest and move to POD	I	I	I	I	I	I	X/A	X/A	A	X/A	I	
MOVE FROM POD TO FINAL DESTINATION												
Move the Force to final destination	I	I	A	X/A	X/A	X/A	I	I	A	I	A	
Unit completes transfers of equipment IAW disposition instructions	I	I	I	I	I	I	I	I	X/A	I	I	
Transfer AAC	I	I	I	A	A	I	I	I	X/A	I	I	

X - Responsible A - Action I - Information/Monitor

Appendix A
Marine Corps FDP&E Matrix

TASK	CMC	CNO	LOGCOM	NAVRESFOR	MARFORRES	Supporting MARFOR	Supported MARFOR	GFC	DUC	MAGTF	MCB/MCAS/ BASE HOSP	REMARKS
Transfer (Z2M) SMCR det equipment to parent command	I	I	I	A	A	I	I	I	X/A	I	I	
Perform decontainer operations	X	I	A	I	A	A	I	I	X/A	I	X/A	Includes unit liaison personnel to maintain equipment custody
Capture, record, and report costs	X/A	X/A	A	A	A	A	A	A	A	A	A	
SMCR/DET DEACTIVATION												
Deactivate personnel	X/A	X/A	A	X/A	X/A	I	I	I	A	I	A	Establish LNO with STARC
Navy Program Nine (NRP9)	I	X/A	I	X/A	I	A	A	A	I	A	A	NRA Site may not always be RTC
Ensures liquidation of travel claim and closeout TON numbers	I	I	A	I	I	I	I	I	X/A	I	I	
ID Card Recovery/Reissue												
ID Card Recovery (Dependents)												
Career Planning (Screen for AcDu Shortfalls)												
Dental Record Screening												
Dental Exam												
Discharge Certificate (DD214)												
Employer Support for the Guard & Reserve (ESGR) Brief												
Leave Accrual Det/Processing												
Medical Audit/Screening												
Medical/Dental Delay/Exempt Screening												
Medical Exam												
Orders Endorsement												
Pay Records (Temp) Close & Mail (DFAS)												
Release from AcDu												
Separation Counseling												
Sep/Travel Pay Certificate (NAVMC 11060)												
Transportation to RTC/HOR												
Travel Settlement												
UD Entries: Deactivation/Join												
Vets Reemployment Rights												

NOTES: 1. MAGTF includes MAGTF CE, GCE, ACE, CSSE and subordinate commands.
2. GFC is commander that receives and integrates a subordinate unit for employment.
3. DUC is any commander that will deploy his/her unit for employment.

X - Responsible A - Action I - Information/Monitor

APPENDIX B

FDP&E SYSTEMS

1. INTRODUCTION. Planners and logisticians must work in concert to ensure that the resources available support the commander's operational concepts and all planning and logistics factors have been taken into account in the development of the courses of action (COAs). Planners conduct functional and detailed planning to prepare useful and timely plans. Logisticians must be able to measure and assess logistics support to planned operations. They both must be able to assist the commander in supervising the execution of planned operations. The following systems assist the planner and logistician in these actions. These systems, together with their knowledge, experience, and skills, allow the commander to rapidly and effectively plan, decide, execute, and assess operations.

2. GLOBAL COMMAND AND CONTROL SYSTEM (GCCS). The GCCS provides a single joint command and control system for the CJCS. It helps combatant commanders and JFCs maintain their battlefield awareness through a fused, integrated, near-real-time picture of the battle space. The GCCS provides information processing support in the areas of planning, mobility, and sustainment to combatant commanders, the services, and Defense agencies. It also provides worldwide user-to-user information exchange for command and control, communications, intelligence, functional and administrative management, including logistics, transportation, personnel, and medical support. See Figure B-1.

Figure B-1: Global Command and Control System Applications.

3. JOINT OPERATION PLANNING AND EXECUTION SYSTEM (JOPES)

a. JOPES is the integrated command and control system used to plan and execute joint military operations. This system is a combination of joint policies, procedures, personnel, training, and a reporting structure supported by automated data processing on GCCS. These capabilities support translation of the Presidential and SecDef policy decisions into planning and execution of joint military operations. JOPES mission applications are made of ADP systems used for joint command and control. JOPES ADP systems must interface with selected service applications, which provide data essential for joint planning. JOPES applications will be accessed from the JOPES navigation window. These applications will be used independently, but will interact through shared databases. JOPES core databases reside at selected GCCS sites:

(1) National Military Command Center

(2) Alternate National Military Command Center

(3) U.S. Transportation Command

(4) U.S. Special Operations Command

(5) U.S. Joint Forces Command

(6) U.S. Pacific Command

(7) U.S. European Command

b. JOPES Mission Applications

(1) JOPES Editing Tool (JET). The JET provides a capability to create, add, modify, delete, and generate output on deployment related information contained in an OPLAN TPFDD. This TPFDD edit capability is a critical tool for both deliberate and crisis action planning. JET is a joint system that provides the data manipulation capabilities made available at unit level by JFRG II and MAGTF II. The joint staff and unified command staffs use JET.

(2) Rapid Query Tool (RQT). The RQT is intended to perform all the critical functions of legacy JOPES ad hoc query, but at a much higher speed. It provides a fast, flexible, and complete solution to a user's OPLAN query needs. The RQT provides a wide range of user-defined data representation and format options for viewing and printing OPLAN data. The RQT creates a "snapshot" of OPLAN data through rapid retrieval using parallel processing. This snapshot is saved on the client workstation and is used when generating reports. This approach allows rapid report tailoring and greatly reduces the number of times the GCCS Oracle database is accessed. The RQT provides the user with a comprehensive JOPES data retrieval, analysis, and output tool. The primary goal of RQT is to provide the JOPES user community with a total OPLAN data analysis tool possessing the absolute maximum performance.

(3) Scheduling and Movement (S&M)

(a) S&M is the JOPES application that handles command and control information on deployment activity and status. It functions as a vehicle for reporting and tracking movement of TPFDD requirements. Scheduling and movement allows the user to review, update, schedule, and create manifests of carrier and organic movement data before and during deployment. It provides the capability to review and analyze an extensive variety of sources, requirements, scheduling, and movement data.

(b) S&M specifically provides planning allocations, manifested passenger and cargo information,

and carrier schedules. Multiple reports concerning transportation analysis are also available. The major functions within scheduling and movement include:

1. Maintaining both allocation (planned) and manifested (actual) movement data.

2. Permitting “shuttles” through the same geographic location.

3. Scheduling carrier support for more than one OPLAN.

(4) Automated Message Handling Service (AMHS)

(a) The AMHS provides the capability to receive, organize, search, transmit, and retrieve Automatic Digital Network (AUTODIN) message traffic. AMHS is functionally divided into two components: the tasker and message assembler and the topic (search) software application. These components provide the user with capabilities to create, coordinate, validate, and release an AUTODIN message as well as receive, organize, view, and print incoming AUTODIN traffic.

(b) AMHS also supports the automated capability to update various databases from formatted AUTODIN message traffic. Several applications rely on this automated capability for example the GCCS Reconnaissance Information System, Global Status of Resources and Training, Evacuation System, and some service-unique applications.

(c) The tasker and message assembler component is responsible for the message transmission process. This process includes four phases: message creation, coordination, validation, and release. The topic component is responsible for organizing incoming message traffic. Topic is a commercial-off-the-shelf software tool that essentially acts as a database manager. Its capabilities include sorting, filtering, filing, marking, printing, and deleting incoming AUTODIN message traffic.

(5) Newsgroups

(a) Newsgroups provide the ability for one user to broadcast information which many users can receive

in near real time. The user connects to a news server, which is a host maintaining copies of messages which have been posted to one or more "newsgroups". The user can review all groups on that server or just a subset.

(b) The subscription list for a news group is user defined, thereby permitting limited access to messages posted within any news group. Users can read, print, reply to listed messages, or "post" new messages. New messages are posted to a central server for each news group and are, in turn, distributed to all servers, which receive that particular news group. Once posted at the distant server, users can view and print the new message.

c. Marine Corps Planning System

(1) Effective deployment of MAGTFs requires detailed knowledge and application of appropriate automated information systems (AIS). Marine Air Ground Task Force/Logistics Automated Information System (MAGTF LOGAIS) is the Marine Corps' family of coordinated, mutually supporting automated systems that provides the means to plan, execute, and employ forces in a joint environment. The MAGTF LOGAIS family of systems, when coupled with other joint and Marine Corps systems, provides MAGTFs with a powerful array of planning and execution tools. However, full utility of these automated tools cannot be realized without uniform standards and procedures for their use. Accordingly, this section identifies functions associated with operational planning and force deployment, prescribes standard tool(s) to be used for each function, and delineates appropriate staff agencies that will use the tool to perform function.

(2) Planning and Execution. The Marine Corps has traditionally excelled in deploying forces quickly and smoothly. However, current emphasis on regional conflict and crisis response dictates that we master all facets of deliberate planning and crisis action planning using joint systems such as JOPES. To this end, Marines must be familiar with a range of systems which, when used in coordination with one another, greatly enhance our ability to plan for and deploy MAGTFs in a joint environment. Recent history has demonstrated the absolute need for standardization, data accuracy and consistent use of procedures and associated tools.

(3) MAGTF Planner Operational Planning Systems

(a) Planners require systems capable of providing all functionality of JOPES in garrison and while deployed. This includes building MAGTF movement requirements, estimating airlift and sealift, sourcing sustainment through the war reserve system (WRS) and generating time-phased force and deployment data (TPFDD). MAGTFs also require a means of uploading a TPFDD to and downloading a TPFDD from JOPES.

(b) Marine Air-Ground Task Force System II (MAGTF II). An integrated operational decision support system developed by the Marine Corps to enhance the development of TPFDDs and provide an automated linkage with JOPES. MAGTF II provides movement criteria for sourced requirements from origin, through a port of embarkation, and on to final destination. MAGTF II is unique to the Marine Corps, as it provides the above capabilities to the regiment/group level through the Marine component level. Operational and logistical planners use MAGTF II to phase forces into theater in support of the MAGTF commander's deployment concept. MAGTF II is the commander's deliberate and crisis action planning tool. It can be used as: a "what if" planning tool; a means to specifically identify deploying units requirements for sourcing of personnel, supplies and equipment; and a means of providing the unit's transportation requirements to the joint force commander.

(c) Joint Force Requirements Generator II (JFRG II). In the near future all services will use JFRG II, a software application based on MAGTF II, for unit-level planning.

1. JFRG II is a computer application to support remote and forward deployed users in generating TPFDDs. JFRG II provides a unit level deployable, microcomputer-based deployment-planning tool for the joint community.

2. JFRG II accelerates the development, sourcing, analysis, and refinement of plans and deployment databases resulting in an executable JOPES TPFDD. It will provide a bridge between JOPES and service and joint deployment data systems, and reduce response time by more efficiently creating and refining plans than can be accomplished directly in JOPES.

3. JFRG II prepares timely initial estimates using standard reference data and analysis tools. It facilitates identification of accurate unit data down to the unit personnel and level VI cargo detail. It consolidates joint and service-specific reference information and codes from numerous sources. JFRG can produce JOPES-executable TPFDDs, a JOPES transaction file for modifications to an existing OPLAN database, and can download existing JOPES plans.

(4) Logistic Deployment Planning and Execution Systems

(a) Logistics involves providing resources to support the commander. Technology is important in enhancing the performance of logistics personnel to provide those resources effectively. Logistics information systems are a force multiplier, enhancing logistic planning and execution. Logistics information systems contribute to situational awareness by exchanging detailed information among various logistic elements as well as among operations and plans personnel. Logistics automated information technology enhances the commanders situational awareness by assisting him in making decisions, and then directing and coordinating actions necessary to execute those decisions.

(b) Logistics Automated Information Systems (LOGAIS). LOGAIS is the Marine Corps family of systems designed specifically to support operations and logistic planning. There are three separate, but related applications designed to enhance the planning and deployment efforts of commanders at all levels from the battalion to the Marine Expeditionary Force (MEF). These systems support force deployment planning and execution (FDP&E). There is currently no aggregate system that supports all functional areas of logistics to create a common tactical picture or common operating picture for the commander to use in his decision making process.

1. MAGTF Deployment Support System II (MDSS II)

a. Units of the Marine Corps operating forces are required to maintain a database containing all equipment, supplies and organizational personnel. Information in this database is used to develop and identify configuration for specific task organizations,

with equipment, supplies, and personnel down to vehicle/package level. These databases form the basis for movement requirements.

b. MDSS II is a unit level deployment database management system capable of deliberate planning and supporting crisis action deployment anywhere in the world. MDSS II allows personnel at various echelons within the FDP&E process to build and maintain a database that contains force and equipment data reflecting how the operating forces will be configured for deployment (not employment). This data can be maintained during normal day-to-day garrison activities and updated during plan development and execution. Extracted MDSS II data provides all echelons with an accurate picture of the force composition-to include the lift requirement- by passing the data through MAGTF II/JFRG II and into JOPES.

c. MDSS II provides an automated capability to plan, coordinate, manage, and execute unit movements at origin, origin to point of embarkation, point of debarkation to destination, and destination. MDSS II also produces Defense Transportation Regulation (DTR) compliant data with in transit visibility (ITV), and exports to the Worldwide Port System (WPS) and the Global Transportation Network (GTN). MDSS II will also write Radio Frequency Identification (RFID) tags and pass data to the ITV server.

2. Asset Tracking Logistics and Supply System (ATLASS). ATLASS is a deployable micro computer-based management system that supports the Marine Corps with logistics inventory for all ground equipment, requisitions and asset tracking. Future development will include plans, schedules, reports, track maintenance actions, supply, and related logistics support actions. ATLASS provides total asset visibility for unit and intermediate level organizations. It represents a common picture of critical supply and maintenance information across the Marine Corps.

3. Automated Air Load Planning System (AALPS). AALPS is a knowledge-based expert system that is the aircraft load planning system for the DOD. It assists users in the complex task of planning and execution of aircraft loads for all types of deployments. AALPS is used by contingency planners and force designers to perform aircraft load planning and execution. It uses preplanned

data (estimates) and actual data for contingency, crisis action, and wargaming scenarios. AALPS is used for estimating airlift requirements (by specific aircraft type and delivery method), producing Air Mobility Command (AMC) certified load plans, and providing airlift/movement summary data and load reports ranging from a single mission to full-scale deployments. Marine Corps embarkation planners will interface MDSS II data with AALPS to create aircraft load plans to support unit move.

4. Integrated Computerized Deployment System (ICODES)

a. ICODES is an expert software system designed to support cargo management, planning for shipload and stowage, and planning for military cargos moving through common-user and military ocean terminals. The bulk of the Department of Defense (DOD) unit equipment and resupply cargo is moved through designated water terminals (worldwide) for transit via water-bound conveyances during contingency, pre-positioning, and exercise operations. ICODES provides single, cross-service ships stow planning system to provide DOD civilian marine cargo specialists and military embarkation personnel with intelligent decision support during tactical, administrative, pre-positioning, and humanitarian assistance operations. The ICODES system includes the production of textual and graphical reports indicating cargo placement, space utilization, cargo type, and trim and stability for pre-stow plans and final stow reports.

b. ICODES supports CDRUSTRANSCOM and SDDC strategic goals of providing for integrated systems management tools for common transportation functions throughout the DOD. The planning function enables the user to execute the loading and stowage of military cargo (aboard military or commercial ships) for onward movement in support of DOD objectives during training, humanitarian assistance, pre-positioning and contingency operations. The reporting functions support the requirement to provide Commanders with strict accountability of these cargoes during the loading, trans-shipment, and discharge at the port of debarkation. Marine Corps embarkation planners will interface MDSS II data with ICODES to create shipload plans to support unit move.

(5) Stand Alone Applications. Although not commonly referred to as part of the formal LOGAIS family, there are also stand-alone applications, which provide different functional area support for logistics (supply, health services, etc.).

(a) MAGTF Data Library (MDL). The MDL is a database that provides logistics reference data to a broad family of Marine Corps logistics systems. The Marine Corps Equipment Characteristics File is represented by the techdata file in the MDL and is the source for dimensional data for the MAGTF/LOGAIS family of systems. MDL also pulls data from over two-dozen reference files from various military information systems. This source data library is integrated with the Joint Deployment Data Library in support of JFRG II.

(b) Casualty Estimation Model (CASEST). CASEST is an automated tool that is used to assist the commander and his staff to accurately estimate and plan for personnel replacements, medical and logistical support, and other areas driven and influenced by casualties to evaluate combat scenarios. Model outputs are used in TPFDD development, force sustainment and medical planning. Estimates made are of conventional, NBC, and DNBI casualties and used to stratify the results by rank/grade and MOS for manpower planning purposes.

(c) Retail Ordnance Logistics Management System (ROLMS). ROLMS is a flexible and fully deployable, comprehensive system which can perform all ammunition logistics management and reporting functions, such as inventory, requisitioning, issues, expenditures, receipts asset maintenance, notice of ammunition reclassification processing and transaction reporting. It is a three-tiered integrated system of applications with full level (weapons stations), client-server-based (intermediate level such as an ammunition supply point) and stand-alone (core level) modules to provide a real-time effective and efficient accounting tool to every individual ammunition supply point, field ammunition supply point, or using unit. ROLMS is capable of managing both Class V(A) and Class V(W) ammunition and reporting assets simultaneously to both Marine Corps and Navy sites by means of ammunition transaction reports or item transaction reports.

(d) Cargo Movement Operations System (CMOS). CMOS is a U.S. Air Force system that provides the Marine Corps with base level and theater level distribution center movement traffic management. CMOS has officially been acknowledged throughout DOD as the system utilized for incorporating the joint requirements for transportation in supporting services.

(e) War Reserve System (WRS). WRS is a Marine Corps system designed to support deliberate and crisis action planning for sustainment and overall management of requirements for war reserve material requirements. WRS receives equipment lists from MAGTF II, computes sustainment requirements at the supply parameters, and computes sustainment requirements at the supply class/subclass level. WRS then exports this data to MAGTF II to provide movement requirements.

(f) Unit Diary/Manpower Integrated Personnel System (UD/MIPS). UD/MIPS is a Marine Corps system that supports unit level manpower management. It provides the unit access to the Marine Corps Total Force System. UD/MIPS provides extract personnel files for MDSS II to use in FDP&E.

(g) Theater Army Medical Material Information System (TAMMIS). TAMMIS is the current U.S. Army, Navy and Marine Corps Class VIII automated medical logistics system. It is a user-friendly database system that does not require mainframe support and is considered a stand-alone system. The software modules include set assemblage management, biomedical repair, equipment maintenance and a re-supply and inventory control module. The system has been designated to migrate to the Theater Medical Information System (TMIS).

(h) Naval Aviation Logistics Command Management Information System (NALCOMIS). NALCOMIS is a deployable microcomputer-based client server system that supports Marine aviation supply and maintenance requirements. This system provides reports, parts technical data, inspection requirements, and life cycle information to the squadron that can be imported to higher headquarters.

(6) Total Asset Visibility (TAV)

(a) TAV is the capability to provide timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, materiel, and supplies. The capability to act upon this information improves the overall performance of the Department of Defense's (DOD) logistic practices. TAV consists of three major components: in-storage, in process, and in-transit (to include in theater) and is an integral part of the Global Combat Service Support – Marine Corps (GCSS-MC) and the Combatant Commanders 129 initiative. In-Transit Visibility (ITV) is a key component to the success of TAV. Procedures are being worked to ensure Marine Corps data is resident in DOD defined national systems (such as Joint Total Asset Visibility (JTAV)/Integrated Data Environment – Asset Visibility (IDE-AV), Global Transportation Network (GTN), and the Radio Frequency Identification (RFID) ITV Server).

(b) The in-storage process requires feeds from Marine Corps wholesale, retail, and MPS automated information systems (MDSS II) on-hand balance posture of serviceable assets (to include ammunition and aviation assets) on a real-time basis to the Integrated Data Environment Asset Visibility (IDE-AV). Interface Service Agreements will be made between each Marine Corps AIS Program Manager (PM) and the Defense Logistics Agency (DLA) IDE-AV PM. Current USMC feeds are being batched from SASSY, SCS, and ROLMS. A Maritime Prepositioned Ship (MPS) CD is mailed to the IDE-AV office after each maintenance cycle.

(c) In-process requires data feeds from Marine Corps wholesale and retail automated information systems (AIS) on-hand balance posture of asset in maintenance (overhaul/rebuild, etc) on a real-time basis to the Integrated Data Environment Asset Visibility (IDE-AV). Interface Service Agreements will be made between the Marine Corps AIS Program Manager (PM) and the DLA's IDE-AV PM. There are no current USMC feeds being provided from any Marine Corps AIS.

(7) <u>In-Transit Visibility (ITV)</u>

(a) ITV is defined as the ability to track the identity, status, and location of Department of Defense units, non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal

property from origin to consignee or destination across the range of military operations.

(b) The in-transit process requires feeds from Marine Corps wholesale and retail transportation/distribution AIS via DAAS or directly into GTN of movement of assets, materiel, and/or personnel. ITV may also be accomplished via the transfer of USMC data into other GTN feeder systems such as Worldwide Ports System (WPS), Global Air Transportation Execution System (GATES), and AALPS. ITV can also be gained through the use of satellite modems/trackers and active RFID tags.

(8) Automatic Identification Technology (AIT)

(a) AIT is a suite of technologies (e.g., barcode, contact memory button (CMB), radio frequency technologies, etc.) that facilitate the timely, accurate, and efficient collection and transmission of source data to automated information systems (AISs). AIT is being integrated into the Marine Corps' logistics chain. AIT is a key component in DOD efforts to achieve visibility of all assets. AIT must be implemented during initial support planning for systems acquisition to achieve maximum benefit. AIT devices function as peripheral equipment of AISs to eliminate manual processes and preclude source data entry errors.

(b) Apply RFID tags to containers (SEAVANS, MILVANS, Quadcons, Sixcons and Palcons), 463L pallets, Principal End Items (PEIs), and that equipment designated by the Unit Commander. All shipments including redeployment and prepositioned stocks or war reserve must have active data-rich RFID tags written and applied at the point of origin. Content level detail will be provided in accordance with current DOD RFID tag data standards contained in MilStd - 129.

(c) A military shipping label (DD Form 1387) with linear and 2D bar codes will be uniformly applied to all materiel entering the DTS, i.e., unit equipment, sustainment/ re-supply (retail and wholesale), ammunition, retrograde, and aviation shipments. The Transportation Control Number (TCN) and Unit Line Number (ULN) must appear on each shipment unit, if applicable. The key to both the human and machine-readable appear on each shipment unit, if applicable. The key to both the human and machine-readable

formats is the fact they both comply with DOD-wide standards. In the current Joint climate, cargo destined to be worked by one service or agency may in fact be worked by another and supporting data must be usable by all. By applying the DOD 2D MSL, cargo is tagged with sufficient information to uniquely describe the cargo and ensure it will be properly handled routed anywhere within the DTS.

(d) The Issue Release/Receipt Document (DD Form 1348-1A) is mandatory for all shipments to DOD customers, including foreign military sales (FMS) and contractors from DOD and GSA shipping activities. The three-of-nine bar code (standard linear barcode) and PDF 417 (2D barcode - see Chapter 3, Media) are established as the standard symbologies for the automated marking and reading of items of supply, equipment, materiel packs, and containers in logistics operations throughout the DOD.

(e) The logistics AISs is the mechanism to generated tag and form data.

(9) Readiness Assessment System Input Tool (RAS-IT). The RAS-IT is an on-line software application that allows near real-time reporting, improves the accuracy of Global Status of Resources and Training System (GSORTS) data, and supports crisis planning through direct registration capabilities and status reporting functions. RAS-IT enables Marine Corps, joint, and coalition units to submit user-friendly reports directly to the GSORTS database. RAS-IT allows efficient updates that help the user keep pace with rapidly changing world conditions or reporting requirements.

APPENDIX C

TIME-PHASED FORCE AND DEPLOYMENT DATA

1. INTRODUCTION

a. TFPDD is the JOPES database portion of an operation plan. It contains time-phased force data, non-unit related cargo and personnel data, and movement data for the operation plan, including:

(1) In-place units/equipment.

(2) Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.

(3) Routing of forces to be deployed.

(4) Movement data associated with deploying forces.

(5) Estimates of non-unit related cargo and personnel movements to be conducted concurrently with the deploying forces.

(6) Estimates of transportation requirements that must be fulfilled by common-user lift resources, as well as those requirements that can be fulfilled by assigned or attached transportation resources.

b. The TPFDD is deployment information. Within this database are records of warfighting forces, their accompanying supplies, and non-unit related equipment and personnel. Marine Corps forces listed in the TPFDD are those apportioned forces identified in the JSCP or allocated for plan execution. They do not represent the total number required to execute an OPLAN. This information drawn from data provided by the combatant command's service components and other force providing organizations, when complied and integrated, represent an initial, best estimate of movement requirements for personnel and equipment. The TPFDD will be continuously refined and updated throughout the deployment and redeployment process.

2. TPFDD COMPOSITION

a. The TPFDD file is basically an automated annex A (the force list) for each OPLAN, in much greater detail. The Plan Identification (PID) addresses each TPFDD file in the JOPES database. The first character of the PID indicates the combatant commander responsible for plan development. An individual record is created in the TPFDD file for each plan requirement, both in-place and movement requirements. Because each plan requirement is documented in the TPFDD as a record, the terms “record” and “requirement” are often used interchangeably.

b. TPFDD Records. Each record represents a plan requirement. The different requirement types are documented in the TPFDD with different record formats and codes. The types of requirements and records are defined as:

(1) Movement Requirements. The plan requirements, both force and non-unit requirements, that must change location in support of the plan. Movement requirements make up the majority of plan requirements and dictate transportation planning.

(2) In-place Requirements. Plan requirements that are not required to relocate to satisfy the plan. Forces that are stationed in the Area of Operations (AOR) and pre-positioned supplies and equipment are considered in-place requirements.

(3) Force Requirements. Each plan requirement that is satisfied by a specific unit, both in-place and movement requirements are called “force requirements” and are addressed in the file by Unit Line Numbers (ULNs).

(4) Non-Unit Requirements. The requirements that are not satisfied by a specific unit are sustainment requirements. They include such categories as resupply and combat replacement personnel. Non-unit requirements are broken down into either cargo or personnel. The non-unit cargo records are addressed in the file by Cargo Increment Numbers (CINs). The non-unit personnel records are addressed in the file by Personnel Increment Numbers (PINs).

c. Force Modules (FMs). FMs are a planning and execution tool that provides a means of logically grouping

records, which facilitate planning, analysis, and monitoring. FMs may include both forces and sustainment. The TPFDD Letter of Instruction (LOI) will direct the development, format, and usage of required FMs. There are two commonly used FM types:

(1) OPLAN-Dependent FM. OPLAN-Dependent FMs are force modules modified or developed by supported commands or service components to respond to a specific planning task, such as flexible deterrent options or OPLAN Force Module Packages (FMPs).

(2) Force Tracking FM. The FM is OPLAN-dependent and does not contain sustainment data. A Force Tracking FM, at a minimum, will consist of major service combat units. They are required for all OPLANs.

3. TPFDD ELEMENTS

a. The data elements of the TPFDD are described in the following paragraphs in the sequence that they are input. Only the major elements of a force record will be described. There are over 150 data fields in one force record. Most of the same elements exist in non-unit records. Non-unit records do not contain unit identification information.

b. Unit Line Number (ULN)

(1) The ULN is an alphanumeric code of up to seven characters that uniquely identifies each (in-place or movement) force requirement in the TPFDD. The same ULN can exist in multiple TPFDDs; however, it can never be duplicated within the same TPFDD. ULN first characters are assigned to the combatant/supported commands and sub-sets are usually assigned to the supporting commands in the plan TPFDD LOI. The alphabetic characters “I” and “O” cannot be used in a ULN. CINs and PINs, while structured differently, serve the same purpose for non-unit records and the same general rules apply. A ULN is the system address for a force requirement and must be entered when the requirement is initially established.

(2) Parent ULNs. A parent ULN is an indexer used to group requirements together in the database. A base ULN is assigned to a non-deployable record and all subordinate ULNs begin with the same values as the parent. To identify

all of the subordinate units of a division, a parent ULN, such as “abc” would be assigned, and all of the subordinate ULNs would begin with “abc” (“abc1, abc2, etc).

c. Unit Line Number (ULN) Parameters. ULNs are similar to the landing serial used in the amphibious assault. The ULN identifies a force requirement (grouping of personnel, supplies, and/or equipment), which can be assigned to a specific unit. Other TPFDD requirements (sustainment and replacement personnel) are non-unit requirements. ULNs may be up to seven characters long, embodying the three parts identified below in figure C-1.

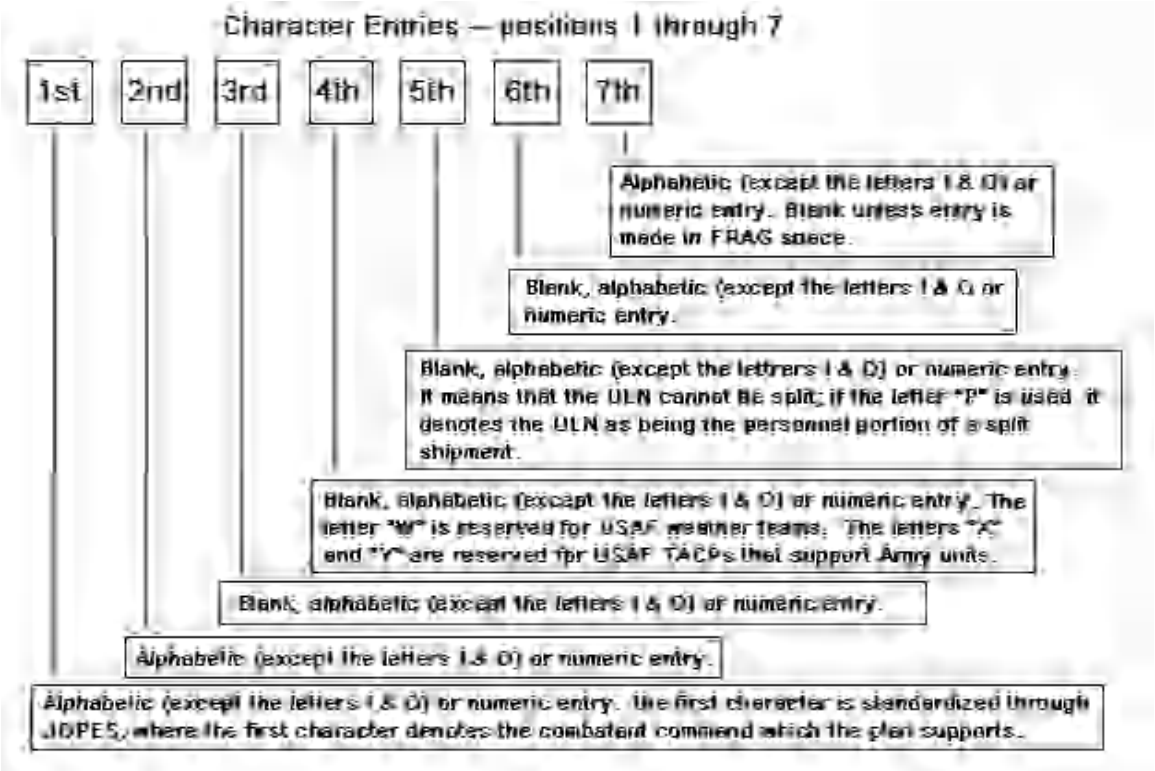


Figure C-1: ULN Structure Standardization.

(1) Force Requirement Number (FRN). The FRN is the primary component of the ULN and can be comprised of the leading five characters, including any blank spaces. The leading three characters of any FRN are referred to as "the BASIC FRN."

(2) Fragmentation and Insert. The fragmentation and insert segment of the ULN is comprised of the sixth and seventh character.

(3) The following information further defines the three parts of a ULN.

(a) FRN. The FRN part of the ULN identifies a specific force requirement. It identifies the one requirement in total, and is unique to that one requirement. There are five categories of FRNs.

1. Grouping Force Category. In this category, the FRN is two characters long (3 blank spaces).

P 1 __ __ __

a. It functions as a parent ULN. Parent ULNs are designated in order to show requirement relationships and for TPFDD readability.

b. It shows a hierarchical force structure.

c. It is completely defined by including all ULNs falling within the Grouping Force Category.

2. Independent Force Category. In this category, the FRN is three characters long (2 blank spaces).

P 1 A __ __

a. It is wholly defined by a single UTC.

b. It may not be subordinate to a Primary Force Category or Secondary Parent Force Category.

c. It must have a single destination.

d. If moving in Split-Shipment mode, two unique FRNs must be used. The basic FRNs are identical, however, one ULN will contain a "C" in the 5th position denoting the cargo movement, while the second ULN contains a "P" in the 5th position denoting the personnel movement.

P 1 A __ C

P 1 A __ P

3. Primary Parent Force Category. In this category, the FRN is three characters long (2 blank spaces).

P 1 B __ __

a. It shows a hierarchical force structure.

b. It consists of either Secondary Parents or Subordinates, or both.

c. It uses a Parent Indicator Code (PIC) to indicate that none of the subordinates are split (PIC = X), all of the subordinates are split (PIC = A), or that some of the subordinates are split (PIC = P).

d. A blank PIC indicates the FRN is not a parent.

4. Secondary Parent Force Category. In this category, the FRN is four characters long (1 blank space).

P 1 B A __

a. It shows hierarchical force structure.

b. It is subordinate to a primary parent.

c. Further subordination is required. However, the subordinates may not be further subordinated.

d. Subordinates may not be deployed in a Split-Shipment mode.

e. Fourth position reserved characters are "W", used for USAF weather teams, and "X" and "Y," both of which are used for USAF TACPs supporting Army units.

5. Subordinate Force Category. In this category, the FRN is four or five characters long (1 or no blank spaces).

P 1 B A 1

a. It is subordinate to a Primary or Secondary Parent. Primary FRN subordinates have identical Basic FRNs and unique 4th characters. Primary subordinate FRNs may deploy in Split-Shipment mode. Secondary Parent subordinate FRNs have identical characters in the leading four positions with a unique 5th character. Secondary Parent subordinates may not be deployed in Split-Shipment mode; therefore, they cannot have an "E" in the 5th position.

(1) It has no subordinates.

(2) It has a single destination.

(3) It is identified by a single Unit Type Code.

b. Fragmentation (Frag) and Insert. Although separate parts of the ULN, frag and insert are grouped together since they are inextricably linked.

(1) If only one set of unit identification data is submitted for a single force requirement, both the frag and insert codes must be blank.

(2) If more than one set of unit identification data is submitted, the frag and insert positions must have values other than blank. In other words, if the five-character FRN (including any blank spaces) identically appears in two or more ULNs, there must be a frag and insert code entered.

P 1 B A 1 A 0

(3) The final destination of each frag and insert must be the same, and the combined force records must always represent only one force requirement; e.g., when combined, the data within ULNs P1ABA1A0 through P1ABA1C3 equal the entire unit.

(4) If the frag position is not blank, the insert position must also be not blank.

(5) Insert codes of zero (0) indicate that no further fragmentation of the ULN will occur.

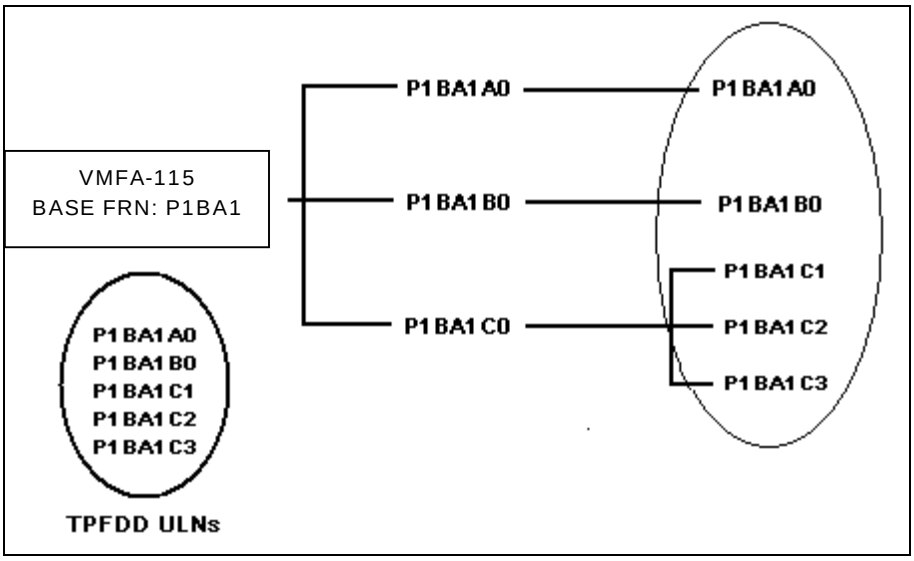


Figure C-2: ULN Development.

(4) Fragmenting and inserting ULNs provides a greater degree of flexibility to exploit all deployment means available to the MAGTF commander, while retaining visibility of each FRN.

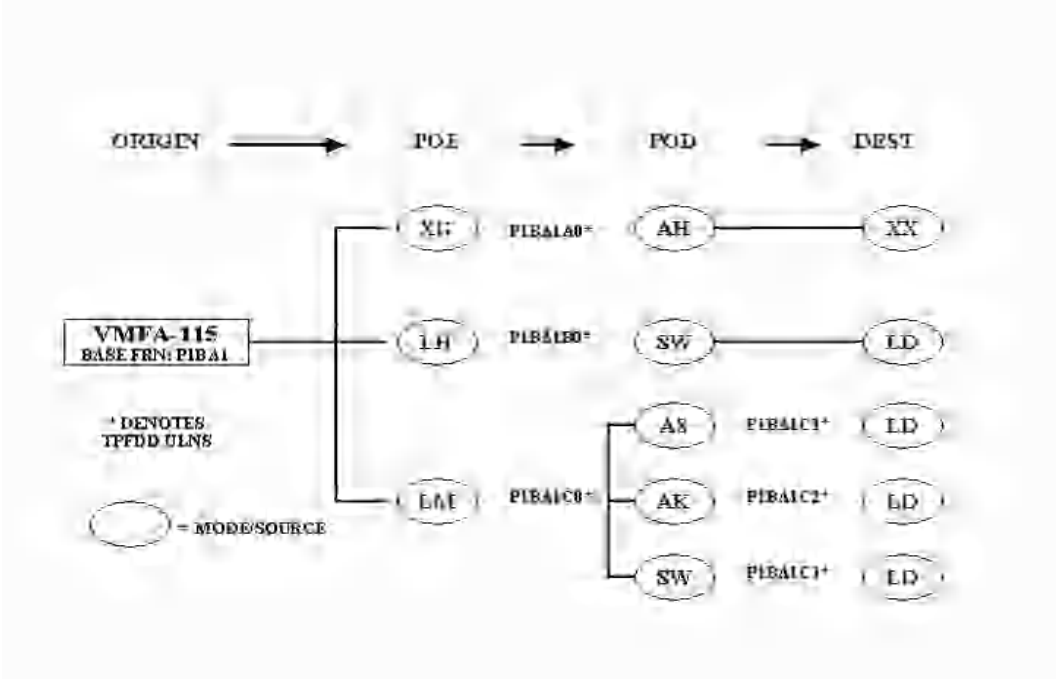


Figure C-3: Unit Movement By ULN.

(a) An F/A-18 squadron (VMFA-115 as depicted in Figure C-3) will be used to illustrate ULN development. The MAGTF commander identifies this squadron for

deployment; planners assigned an FRN of P1BA1 to the squadron.

1. Fragmenting and inserting for this requirement would not be required if the entire squadron were to move in one increment from origin to destination, while utilizing the same mode and source of transportation.

2. Factors such as: the commander's requirements, direction from supported commanders, lift constraints, self-deploying capability, etc., determine that portions of a requirement move by different modes and/or sources, at different times, etc.

(b) The commander’s guidance and constraints regarding available transportation, direct that the squadron move in multiple increments. Since the destination for all increments is the same, entering frag and insert codes to the original FRN is allowed.

1. The first frag/insert (ULN P1BA1A0) represents the movement of the 'self-deploying' assets (12 F/A-18 aircraft and the pilots). Since the origin and the POE are the same for this ULN, the mode/source from origin to POE is X/G (not required). The mode/source from POE to the Destination is A/H (air, via organic assets).

2. The second frag/insert (ULN P1BA1B0) represents the movement of cargo required to support the squadron. Movement of this ULN from POE to POD is via MSC Withhold shipping (SW). Therefore, the cargo must be moved from its origin to a seaport for embarkation. This movement is reflected by the mode/source L/M (Marine Corps provided ground transportation). At the POD, the cargo is offloaded from the ship and moved to the destination by mode/source L/D (ground transport provided by the supported combatant commander).

3. The third frag/insert (ULN P1BA1C0) includes all remaining personnel (pilots are with ULN PIBA1A0) requiring transportation. ULN P1BA1C0 is further fragmented into three additional ULNs (ULNs P1BA1C1 through P1BA1C3). Further fragmenting is necessary because all remaining personnel are not moving in one increment.

a. ULN P1BA1C1 depicts those personnel, which move from POE to their Destination via air

assets provided by the Air Mobility Command (AMC), mode/source of A/S. These personnel are those embarked in KC-10 aircraft used in dual-role missions (tankers which also carry personnel/cargo).

b. ULN P1BA1C2 depicts those personnel, which move from POE to POD via air assets provided by the Air Mobility Command (AMC), mode/source A/K.

c. ULN P1BA1C3 depicts those personnel that move from POE to POD on MSC, withhold shipping, and mode/source S/W. From the POD to their destination, they are transported by ground transportation organic to the Marine Corps; mode/source is L/M.

d. When all personnel/cargo requirements of ULNs P1BA1A0, P1BA1B0 and P1BA1C1 through P1BA1C3 are summed, the totals equal that which was originally required in the base FRN P1BA1. Therefore, if the original FRN and the fragged/inserted ULNs that derived from it were included in the TPFDD, the stated requirement would be doubled. Thus, only the fragged/inserted ULNs are included in the TPFDD. Likewise, since P1BA1C0 was further fragmented, only derived ULNs (P1BA1C1 through P1BA1C3) are included in the TPFDD.

d. Unit Type Code (UTC). The UTC is a five character alphanumeric code that identifies each type unit of the Armed Forces. The UTC is the answer to the "what" question, "What type of unit is needed?" The UTCs for all services are maintained in the Type Unit Characteristics (TUCHA) file, a standard reference file. Through the TUCHA file, the UTC defines the number of passengers and the amount of cargo for a force requirement. UTCs are apportioned to the combatant commands for planning in the JSCP.

(1) Notional Tasking. UTCs allow the supported planners to identify the forces desired without identifying specific units. Before the establishment of UTCs and an automated TUCHA file, specific units were identified in annex A of the OPLAN. Now the supporting command can task the most combat ready and available units prior to execution.

(2) UTC First Character Codes. The first character of the UTC identifies the functional area of the unit type. Figure C-4 below pertains.

Code	Description	Code	Description
0	Infantry	H	Maintenance
1	Artillery	J	Supply-Support
2	Tracked Vehicles	K	RDT & E
3	Aviation Tactical (Includes LAAM Battalions)	L	Administration-Personnel-Legal-Postal- special Services-Brands-Memorial-graves
4	Engineers and Topo Services	M, N	Not Used
5	Aviation Training	P	Intel-counter Intel-Classified Security-Psychological Activities
6	Ground Communications-Electronics- Signal	Q	Military Police-Physical Security-Law Enforcement
7	Air Control Units (Includes MACS, MASS, MATCS)	R	Not Used
8	Aviation Support	S	Finance-Fiscal Contract Admin- Procurement
9	Miscellaneous Combat Support/Combat Service Support	T	Ground Training
A	No Fixed Organization	U	Motor transportation
B	Not Used	V	Civil Affairs units-Combined action Units
C	Command Headquarters	W	Not Used
D, E	Not Used	X	Multifunction Posts-Camps-stations-Forts- Bases-Barracks
F	Medical-Surgical-Dental	Y	Not Used
G	Not Used	Z	Miscellaneous

Figure C-4: UTC First Position Code and Functional Area.

e. Locations. The TPFDD locations answer the where question. There are five different location data elements within the TPFDD and each has related dates. The locations are normally entered in reverse order of the actual movement.

(1) Geographic Location (GEO) Codes. Each location is input into the TPFDD via GEO code. GEO codes are four-digit alphabetic codes that uniquely identify specific locations by latitude, longitude, and type. The GEO file

is one of the standard reference files and it contains over 55,000 locations considered to have military significance.

(2) Destination. The destination is usually the first location to be entered. It identifies where the force is to begin operations in the theater, the first point of employment. The movement routing is dictated by the destination.

(3) Port of Debarkation (POD). The POD is the location at which the force or movement requirement enters the theater and subsequently travels to the destination. The POD and destination can be the same location if no further movement is required.

(4) Port of Embarkation (POE). The POE is the location where the overseas or strategic leg of the deployment begins.

(5) Origin. The origin is the place where deployment begins. For deliberate planning it is the unit's home station. In crisis action planning, it can be the unit's current location.

(6) Intermediate Location. An intermediate location is used for a stop during the movement required by the unit. The stop must be for more that 24 hours. The stop can occur between the POD and Destination, indicated by an Intermediate Location Code (ILC) of "A", between the POE and POD, indicated by an ILC of "B", or between the origin and POE, indicated by an ILC of "C". Unlike other locations, it has no associated date; it does have a number of days entered in the days delay field.

f. Dates. Dates are associated with each location when developing the deployment plan. Until a plan execution date is declared, the dates are expressed with notional dates relative to the first day of execution.

(1) Relational Dates. During deliberate planning and most crisis action planning the actual calendar date for plan execution is not known. Relational dates allow time phasing of movement relative to the date movement begins as depicted in Figure C-5.

(a) C-Day. C-day (commencement day) is the unnamed or notional day on which deployment or movement of

forces begins. It is designated “C000.” Other dates are expressed relative to C-day. For example, the third day of deployment is expressed as “C002”. C999 refers to on-call ULNs.

(b) N-Day. N-day (negative day) is used to designate days before C-day. Advance teams, reception teams, en route support, and covert actions before C-day are time phased with N-days.

(c) D-Day. The unnamed or notional day on which hostilities or tactical operations begin.

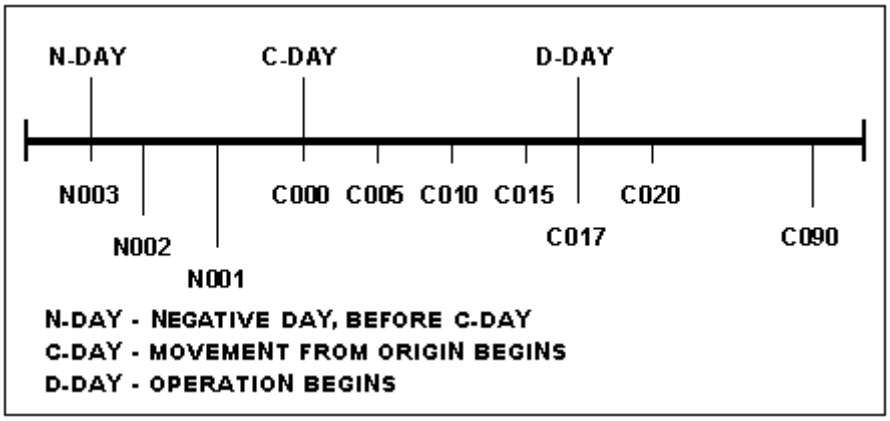


Figure C-5: Relational Dates.

(2) Required Delivery Date (RDD). The RDD is the date relative to C-day when the unit must be operational at the destination. It takes into account the time required for unloading and transportation from the POD.

(3) Combatant Commander’s Required Date (CRD). Initially the CRD is the same as the RDD. Many times the original RDD is not attainable due to competing forces and transportation limitations, and the RDD is adjusted to a later date. The CRD allows the original RDD to be preserved, so the amount of adjustment or delay can be quantified.

(4) Earliest Arrival Date (EAD) and Latest Arrival Date (LAD). The EAD and LAD define a delivery “window” for the arrival of the requirement at the POD and allow the Transportation Component Commands (TCCs) some flexibility in their scheduling. The supported commander, in coordination with CDRUSTRANSCOM, defines the length of the

window. It is computed based on the RDD and operational and support considerations.

(5) Available to Load Date (ALD). The ALD is the date that the requirement must be available to move from the POE. It is calculated by considering the EAD/LAD window and the time required to move from origin to POE.

(6) Ready to Load Date (RLD). The RLD is the date a unit is ready to move from its origin. Calculation of the RLD takes into account all factors bearing on readying a unit to deploy.

g. Unit Identification. The supporting commands identify the specific units to satisfy the force requirements by entering the Unit Identification Code (UIC). The UIC is a six-character alphanumeric code that uniquely identifies each active, Reserve, and National Guard unit of the Armed Forces. The UIC is that Sorts Reportable identifier for that unit, normally, battalion, squadron, separate company (i.e. A Co, 1st Battalion, 1st Marines will deploy. The UIC within the TPFDD would be M11110 vice M11113, which is the Reporting Unit Code for A Company). When the UIC is entered in the TPFDD, the Unit Information file is accessed and unit data such as the unit name, current location, and service code, is automatically posted to the record. The process of tasking units for TPFDD requirements is referred to as “sourcing” the TPFDD.

h. Transportation Codes. The three sequential movements between two of the locations are called movement legs. They are: movement from the origin to the POE, movement from the POE to the POD (the strategic leg), and movement from the POD to the destination. Each leg is coded with a transportation mode and source to the location. The mode and source codes provide the information on “how” the forces are to be transported to the Area of Operations (AOR).

(1) Transportation Mode. There are only three transportation modes, air, land, and sea. Each mode is represented by the codes A, L, and S respectively. See Figure C-6.

(2) Transportation Source. Transportation is provided by a number of sources (agencies). There are codes for the Transportation Component Commands (TCCs) as

well as such sources as host nation support, supported commands, supporting commands and unit organic transportation.

AC	Air via supporting commander channel (AMC or Service) aircraft
AD	Air via theater (supported commander) aircraft
AH	Air via organic (unit) aircraft
AK	Air via strategic (AMC, AMC-contract) aircraft
AL	Air via AMC GO-PAX/commercial ticket program
AM	Air via unit-funded commercial tickets
AN	Air via host nation/allied provided airlift.
AS	Air via Special Assignment Airlift Mission (SAAM)
LD	Land via theater (supported commander) trucking
LG	Land via SDDC-arranged trucking or rail (CONUS)
LH	Land via organic (unit) vehicles
LR	Land via theater (supported commander) rail
LN	Land via host nation/allied controlled transport
PC	Mode optional; source is supporting combatant commander (to other than a CONUS SPOE)
PG	Mode optional; source is SDDC (CONUS use only)
SC	Sea via USN/USCG ship
SD	Sea via USN/USCG ship (MPS/AWR)
SE	Sea via MSC ship (common user strategic sealift)
SH	Sea via organic (unit) vessels
SN	Sea via host nation/allied provided sealift
SP	Sea/canal via barge/ferry
SW	Sea via MSC (Assault follow-on echelon [AFOE])
XG	No transportation required (origin and POE same; CONUS POEs)
XX	No transportation required OCONUS (origin and POE, or POD and destination same)
Z (Blank)	Requirement is in place at its final destination

Figure C-6: Mode Source Codes.

4. PLANNER RESPONSIBILITIES IN THE TPFDD PROCESS. Planners at different commands input the data elements for individual force or movement requirements. A complete

TPFDD record is not created by a single planner or planning staff.

a. Supported Planner. After the supported commander has received his planning task, either through the deliberate planning process or crisis action procedures (CAP), the planning staff creates a TPFDD file. The file is then populated with the forces required, beginning with the combat forces. The forces required for any plan are prioritized and time phased by combat forces, combat support, and finally combat service support. The forces required are initially defined through input of the UTC (what), destination (where) and RDD (when). Plan requirements can be further defined with additional data elements, to include the providing organization code and service code identifying the supporting command/agencies required to provide forces. The forces available to the supported commander for planning are documented in the JSCP. The supported planner also inputs the desired POD and EAD/LAD window. After the required plan requirements are reviewed and approved, the TPFDD is distributed (networked) to the supporting commands.

b. Supporting Planner. After receiving the TPFDD requirements, the supporting planner “sources” the requirements by entering the UIC (who), the origin (where) and the RLD (when). The supporting planner also notifies the tasked units to initiate unit level planning.

(1) Unit Planner. Upon receiving notification from higher headquarters, the unit planners begin planning. Unit level planning includes such things as equipment tailoring, load planning, and personnel selection.

(a) Marine Air Ground Task Force II (MAGTF II). Planning at all levels is conducted utilizing MAGTF II. In the near future, the Marine Corps will use Joint Force Requirement Generator II (JFRG II) for unit level planning.

(b) MAGTF Deployment Support System (MDSS II). MDSS II is used at all levels of the MAGTF to tailor equipment and supplies to mission requirements. Plan data is imported from MAGTF II, adjusted and exported back to MAGTF II. MDSS II can also export to AALPS for air load planning and to ICODES for ship load planning.

c. Transportation Planner

(1) After origins have been identified, unit level planning is completed, and an execution date is declared (C-day), transportation planning begins. Other than gross feasibility estimates and movement requirement validation, no transportation planning can be accomplished until a calendar date for C-day is declared.

(2) Transportation planning is the creation of carrier itineraries and scheduling (allocating) the plan requirements against specific carriers. When the actual movement of forces and sustainment occurs, manifesting takes place. In addition to scheduling the carriers and allocating the carriers to the plan movement requirements, the transportation planners coordinate the adjustment of the EAD/LAD window and the POD locations with the supported command. The availability of lift assets (carriers) and the throughput capability of the ports and airports often dictate re-prioritization and adjustment to the TPFDD. USTRANSCOM with its three component commands, and the supported command are the transportation planning commands.

(a) Surface Deployment and Distribution Command (SDDC). SDDC is responsible for scheduling movement within the continental United States (CONUS), primarily movement from origin to POE, and management of military seaports both CONUS and overseas.

(b) Air Mobility Command (AMC). AMC, an Air Force command, is responsible for all strategic air transportation. AMC uses the AMC Deployment Analysis System (ADANS) to: create carrier itineraries, allocate the carriers to movement requirements, and update the TPFDD with the resultant scheduling. Organic strategic air movement and in-flight refueling is coordinated through AMC.

(c) Military Sealift Command (MSC). MSC is responsible for strategic sea movement. It creates the ship itineraries and allocates shipping to the movement requirements. As in the air movement scheduling, the scheduling for sea movement is added to the plan TPFDD.

(d) Supported Command. The supported command is responsible for all movement within the theater of

operations from POD to destination. This information is also included in the plan TPFDD.

Figure C-7: TPFDD Development.

APPENDIX D

TIME-PHASED FORCE AND DEPLOYMENT DATA (TPFDD) DEVELOPMENT

1. INTRODUCTION

a. This appendix will document procedures for the use of Marine Corps planning systems in developing the TPFDD portion of the plan. Joint planning is normally done within the context of deliberate planning or crisis action planning. To this end, Marine Corps planning systems are discussed within the context of four procedural phases. These procedures address information data flow, system usage, and communication during the procedural phases. They provide end-users with the information and knowledge required to effectively and efficiently employ the MAGTF LOGAIS family of systems during the planning process. The illustration below shows the relationship between deliberate planning, crisis action planning, and the operation’s procedural phases.

b. Procedures described in this Appendix are provided to augment system user manuals or guides. The primary intent is to show the information used, shared, and exchanged by systems; and how and when such information is transferred or communicated between systems for TPFDD development. It is important to remember that while the MAGTF LOGAIS family’s primary application will be in the operating forcers, these systems will also be used for other activities supporting the operating forces and in training environments such as the Marine Corps University or Training and Education Command.

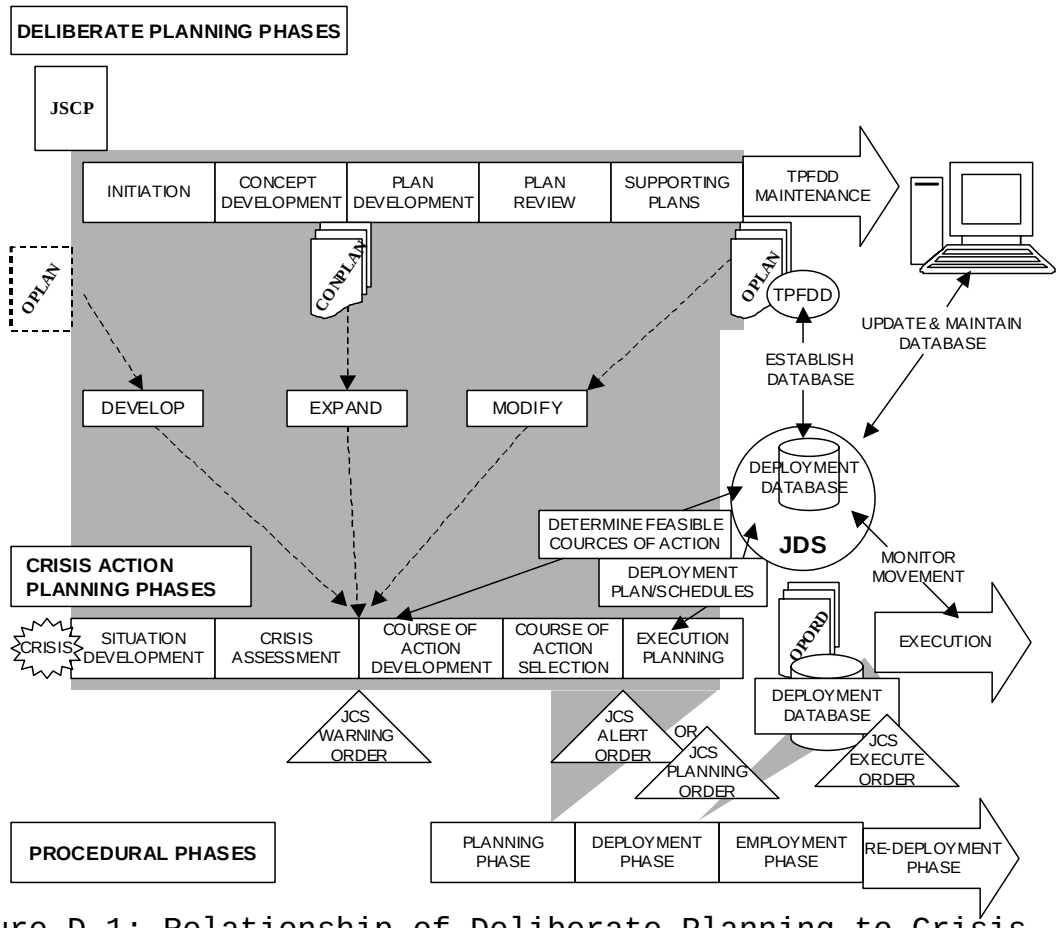


Figure D-1: Relationship of Deliberate Planning to Crisis Action and Procedural Phases.

2. PROCEDURAL PHASES

a. Introduction. On short notice, the Marine Corps must prepare and deploy task forces, tailored to mission requirements, in response to any world trouble spot. Deploying MAGTFs range in size and capability from the Marine Expeditionary Force (MEF), capable of conducting operations of any level and intensity, to the Special Purpose MAGTF (SPMAGTF), configured to accomplish missions for which larger MAGTFs are not appropriate. A vast number of tasks must be accomplished by each MAGTF in order for the MAGTF to deploy, accomplish its mission, and return to its home base. These tasks are accomplished in the procedural phases, although some tasks overlap, or continue, from one phase to another. The high level procedural phases are planning, deployment, employment, and redeployment. It is important to remember that the procedures described can be accomplished during any of the four procedural phases. It should also be noted that

procedures described for a specific system during a particular phase might also be discussed for another system during the same or another phase. This is necessary in order to adequately address the procedures for each system.

(1) Planning. Planning is the phase during which a plan requirement is recognized; plan development responsibilities are assigned; and the plan is developed. Planning is accomplished in a deliberate mode or in a time-sensitive mode, which includes crisis action planning procedures. It is during this phase that the TPFDD is developed.

(2) Deployment. The deployment phase begins when forces start to move from home bases, or materiel from storage sites begin to move en route to the assigned employment area.

(3) Employment. During the employment phase, forces are operationally or tactically committed within the area of operations. This phase includes all levels of combat, humanitarian relief operations and other non-combat operations. The redeployment TPFDD is developed during this phase.

(4) Redeployment. Redeployment is the movement of forces out of the operations area and return to home base(s), or the relocation of in theater forces to another area of employment.

b. Information Sequence and Data Flow. Information is data that has been collected and processed into a meaningful form. Each MAGTF LOGAIS system has the capability to collect data and process that data into information. The data is collected through interfaces with users and other systems. Interoperability among systems requires that the information created or modified in one system be passed to, or received from, other systems. This must be done in a sequence that allows that information to be accessed at the proper time for any authorized procedure or process (i.e., data manipulation or report generation).

c. Protection of Information. Users must understand the requirements for protection of classified material and must vigorously guard against classified data compromise when dealing with the transfer of information among systems users. Users must be continually security conscious. This

is mandatory since the systems manipulate data up to the secret level.

d. Composition. The MAGTF LOGAIS family of systems includes: MAGTF II (to be replaced by JFRG II) and MDSS II, AALPS and ICODES are joint migration systems that enable the Embarkation Planner the ability to load aircraft and ships. Although not a member of the MAGTF/LOGAIS family, ATLASS is integral to the overall FDP&E process. Appendix B contains detailed description of each of these systems.

3. PLANNING PHASE. There are two planning modes that will be addressed: deliberate planning and crisis action or time-sensitive planning. Each of these planning modes has an established set of procedures. These procedures are set forth in the appropriate joint doctrinal publications and are further outlined in Chapter 5. Briefly, deliberate planning is based on an anticipated scenario that would require the use of forces to accomplish national objectives but for which no deployment is intended or expected in the near term. Crisis action planning is accomplished when a situation requires forces to prepare for deployment. Crisis action planning may result in the actual deployment and employment of forces.

a. Marine Air-Ground Task Force II (MAGTF II)

(1) During the planning phase, MAGTF II's primary objectives, supported by its functional capabilities, are to: create and/or modify force structures, establish force lift and movement requirements, and determine force sustainment requirements. A plan is the first element required to satisfy these objectives. Plans may be imported from JOPES or they can be created initially in MAGTF II.

(a) In the first instance, the MAGTF planner downloads a JOPES plan, via the GCCS workstation, to a disk and imports the plan to MAGTF II. It is not necessary for the MAGTF planner to have direct access to the workstation, because the plan is downloaded to a disk for manipulation at a stand-alone computer. Disks containing data extracted from JOPES can be transported via courier, or by mail (with required attention to security requirements), to any location. Plans may also be passed via standard e-mail attachment, or downloaded from a command's SIPRNET website.

(b) In the second instance, the MAGTF planner creates a plan and develops the plan force structure in MAGTF II. This may be to develop force modules for "on the shelf" retention, or to develop a force structure for later inclusion in a combatant commander's plan, even if that plan is not currently available from JOPES.

(c) In either case, the MAGTF planner develops the entire force structure to be deployed in MAGTF II.

1. FM's for each MSE are exported to disk and provided to the MSC's parent Major Subordinate Element (MSE).

2. MAGTF planners at each level create Force Modules (FM's) for each MAGTF MSE.

(d) Each MSE, coordinating with its parent MSC and the MAGTF commander's staff, uses MAGTF II to develop the MSE's portion of the MAGTF force structure. This is done by creating force records by Unit Line Number (ULN) and, if necessary, using notional data from the Type Unit Characteristics File (TUCHA). This may result in changes to the MAGTF created force structure, which must be coordinated with the MAGTF commander. Standard ULN construction is described in chapter 4.

(e) MSEs enter Origin to Point of Embarkation (POE) movement (mode, source, Ready to Load Date (RLD) and Available to Load Date (ALD)) data for each ULN.

1. Notional data (type units) can be utilized to provide first cut lift requirements for the MAGTF.

2. Data from the war reserve system (WRS) is used for calculating and sourcing sustainment requirements.

(f) MSE force structures are passed by disk to the MAGTF. They are restored to the plan and combined to form the force structure for the complete MAGTF.

(g) The MAGTF CE planner enters movement data for the remaining deployment legs (POE/POD, POD/DEST) and interim stops. This data includes:

1. Mode, source, Earliest Arrival Date (EAD), Latest Arrival Date (LAD), Required Delivery Date at the Destination (RDD)/combatant commander's Required Date (CRD).

2. Data for intermediate stops.

(h) The MAGTF force structure is exported to JOPES by MAGTF II via GCCS, uploaded to JOPES via diskette, and imported to the JOPES resident Operations Plan (OPLAN) using the JOPES (JDS) B3 merge functions. Procedures for this operation are more completely described in the EWTGLant's MAGTF II User's Manual.

(i) The MAGTF force structure is now contained in the combatant commander's plan for review. The structure identifies lift and movement requirements for CDRUSTRANSCOM to assign available air and sealift.

(2) Deliberate Planning. The plan will be reviewed and revised or updated as required based upon the Joint Strategic Capabilities Plan (JSCP). Notional unit data used in deliberate planning will normally be configured to reflect MAGTF planning only. For example, TUCHA data for a company may be tailored to show a platoon, vice the entire company, or anticipated reinforcement. This remains notional, because it is not sourced with Unit Identification Codes (UIC) and unit names, and it does not reflect any unit's actual composition. Notional data is a close approximation of planned unit structure and lift requirements. During the review cycle, a combatant commander may require that the ULN be sourced. Sourcing will normally be accomplished in MAGTF II as described below. However, if a high degree of precision for cargo and personnel data is required (i.e. level VI detail), MDSS II will be used to provide sourcing. Once the plan is exported to JOPES and the review cycle is complete, the MAGTF may retain the plan as a MAGTF II file or back it up to disk for storage to use/review as required.

(3) Crisis Action/Time-Sensitive Planning. If the situation requires crisis action planning and possible force deployment, the procedures described previously will be followed to begin initial planning. During this time, the MAGTF commander, combatant commander, and CDRUSTRANSCOM's Transportation Component Commands (TCCs) require accurate, up-to-date information concerning the

deploying forces. This requirement is satisfied through the sourcing procedure.

(a) Sourcing consists of associating actual units to ULNs by entering the units' UIC to the record. This process also causes the units' names to be added to the record.

(b) The plan contained in the MAGTF MSE's MAGTF II system is exported and imported into MDSS II via disk. MDSS II matches the UIC and unit name of the actual units assigned to each ULN (UTC and unit name match is accomplished in MAGTF II prior to exporting to MDSS II). Additionally, actual cargo and personnel data replaces the notional data previously contained in each ULN. MAGTF II possesses the capability to source units/ULNs and tailor cargo and personnel details to reflect actual lift requirements. However, this is not the preferred method except in those cases where MDSS II may not be available.

(c) The sourced plan is exported from MDSS II and imported back to MAGTF II. Sustainment requirements are recalculated based on the actual unit data now contained in the ULNs and sourced using the WRS.

(d) The sourced plan is exported from MAGTF II to JOPES, providing the supported combatant commander with actual information concerning the MAGTF.

(e) Virtually all deliberate planning is conducted by the MEF staff and the staffs of the MEF's MSEs/MSCs (Division, Wing, and Marine Logistics Group (MLG). The MSCs may designate headquarters within their respective command structure to act as planning agents for certain plans. These planning sections will utilize MAGTF II the same way as a MAGTF MSE. The procedures described above may be repeated as often as necessary to modify and update plans.

b. MAGTF Deployment Support System II (MDSS II)

(1) During the planning phase, MDSS II is employed to:

(a) Create the Unit Deployment List (UDL), which consists of the equipment density list and the roster, which consists of the personnel file.

(b) Import a ULN force structure from MAGTF II; source each ULN by matching it to a UIC and Item ID to the requirement; replace notional TUCHA data with actual unit lift data (cargo and personnel); and export the "sourced" force structure back to MAGTF II.

(c) Export embarkation planning data to AALPS for aircraft load planning.

(d) Export embarkation planning data to ICODES for ship load planning.

(e) MDSS II will also be used for Convoy Movement planning from the Origin to POE, the POD to destination and identifying support request requirements for external transportation requirements.

(2) A primary objective of MDSS II is to provide the unit commander the means to create, maintain, and update the unit database. This involves developing a garrison Unit Deployment List (UDL) and a unit roster (ALPHA Roster) in MDSS II. Detailed procedures for using MDSS II are provided in the MDSS II user's guide. Required data elements to support movement are provided below. This includes required fields to support RFID and Global Transportation Network (GTN) data requirements:

(a) Unit Identification Code (UIC). The UIC is the SORTS reportable UIC for the unit. This is a mandatory field. A look-up is available.

(b) National Stock Number (NSN). The NSN is the 13-digit number that represents the item. This is a mandatory field. A look-up is available. The user may desire to populate the Item ID first, which will auto-populate the NSN.

(c) Package ID/Serial Number. The package ID/serial number is a mandatory field. The system will auto create the package ID when a record is inserted. The user has the option to change this field.

(d) Item ID: The item ID field will auto-populate when the NSN is populated. The user may, however, populate the Item ID to populate the NSN field. Since all items within the UDL (specifically class IX repair parts for Blount Island) do not have Item IDs this is an optional

field. The link between the NSN and Item ID also provides for the population of other fields with the MDSS II database. These fields are:

1. NSN Configuration: Required entry.

2. Description: Required entry.

3. Weight: Required entry.

4. Length: Required entry.

5. Width: Required entry.

6. Max weight: Required entry for parent equipment when preparing cargo for ICODES export.

7. JCS Cargo Category Code: Required entry.

8. IMO Code: Required entry for Hazardous Material.

9. UN Code: Required entry for Hazardous Material.

10. Quantity per cargo: Must reflect at least 1.

11. Number of cargoes: Must reflect at least 1.

12. UP&TT Number: Required.

13. Net Explosive Weight: Required entry for ammunition.

14. Supply Class: Optional.

15. Model Number: Optional.

16. Shelf Life Code: Optional.

17. Unit of Issue: Optional.

18. Pack Type: Required entry. (Note: If the item is a container with cargo associated to it, the

user will be queried during the writing of the RFID Tag to change the Pack Type code from CO to the appropriate code).

19. Commodity Code Air: Required entry.

20. Special Handling Air: Required entry.

21. Commodity Code Water: Required entry.

22. Special Handling Water: Required entry.

23. Special Handling Type Water: Required entry.

(e) Unit Line Number (ULN). The ULN is a required field. A look-up is available.

(f) Transportation Control Number (TCN). The TCN is automatically created for the user when generating an export file for GTN 21 Cargo, GTN/HOST, CMOS or WPS. The user can also select particular UDL records then have MDSS II create TCNs for the selected records.

Note. If any of the above required fields do not auto-populate, the user must populate these fields. The required fields will be critical in the creation of the TCMD data that will write to the RFID tag.

(3) MDSS II's application for maintaining the unit database is not merely a procedure accomplished during the planning phase. It is an integral responsibility of each unit to load its unit data to MDSS II and maintain that data to accurately reflect the unit's embarkation status at any time. MDSS II is available at all levels down to separate company level, to include all Reserve training centers.

(4) MSE headquarters may be formed from a regimental headquarters, a portion of a FSSG organization headquarters, or possibly from within the headquarters staff of an MSC. Since the MSE headquarters may be an ad-hoc organization, MDSS II must be made available for use.

(5) With regard to a specific MSE, each MSE commander will normally be responsible to the MAGTF commander for much of the planning. The MSE commander will

also coordinate development of the MSE structure with the parent MSC and commanders of units assigned to the MSE.

(6) Sourcing the Force Structure. During the planning phase of a deployment, the MAGTF commander develops the MAGTF's force structure in MAGTF II. The MAGTF commander may initially use notional TUCHA data, which will then be tailored to more closely approximate the actual structure and lift requirements of the MAGTF. The force structure in MAGTF II reflects the force capabilities the MAGTF commander deems necessary to complete the assigned mission(s). Required capabilities are depicted by unit type; e.g., Electronics Maintenance Company, Maintenance Battalion, FSSG, as indicated by the Unit Type Code (UTC) associated to a ULN. However, as stated in the MAGTF II section, the initial force structure does not show actual units (by UIC/unit name). Moreover, it does not provide actual unit cargo and personnel data for lift requirements determination.

(a) The proposed force structure (task organization) developed by the MAGTF commander is submitted to the MEF commander for approval and tasking to the MSCs to provide the appropriate forces. MSC commanders designate a MSE commander and task subordinate units (such as regiments, battalions, groups, etc.) to provide forces to build the MSE as required to perform the assigned mission(s). Units may be directed to report in total or to form detachments for assignment. Based on explicit and implied tasks, each unit or detachment employs MDSS II to develop a list of supplies, equipment, and personnel to be deployed.

(b) Like MAGTF II, MDSS II is functionally capable of developing a ULN force structure at any level of command where it is installed; however, the user will only be capable of creating ULNs. The movement data (i.e. mode/source, POE/POD, and dates) must be populated in MAGTF II. This capability will probably be used only in the absence of MAGTF II availability. However, MDSS II cannot export data directly into JOPES. Determination of use is the commander's prerogative, though certain cautions are warranted if MDSS II is used for this purpose. MDSS II's user processes have not been validated against the JOPES required information for OPLANs and does not contain all of the required data elements for ULNs or TPFDDs. In addition, certain data elements, if entered, require the

plan to be classified. ADP security regulations dictate that every screen displaying classified data to show the data's classification in banners at the top and bottom of the computer screen. The overlap of similar, but not exact, capability necessitates the publication of specific, detailed policy for each system's use to prevent misuse, data corruption, and security risks.

(c) The ULN force structure for the plan developed in MAGTF II is exported from MAGTF II and imported by MDSS II. Normally only the portion of the force structure relating to a specific unit will be imported into MDSS II by the unit. That is, a battalion, which is a component of the Ground Combat Element (GCE), will be provided only the ULNs for that battalion, its companies, and any attachments that may be assigned to the battalion. The physical export and import procedures are described in the user's guides for MDSS II and MAGTF II.

(d) When the ULN structure is imported into MDSS II, the unit will update the ULNs. The unit will follow the procedures in the MDSS II User's Guide to replace notional MAGTF II cargo and personnel data with the accurate, up-to-date data contained in the unit's UDL. The notional ULNs are sourced with the unit's actual UIC and unit name. The sourced force structure is exported to MAGTF II for inclusion in the MAGTF's total force structure.

(e) Both the MAGTF commander and MSE commanders will issue specific guidance for MAGTF II/MDSS II force structuring and update procedures.

(7) Embarkation Planning. MDSS II is the MAGTF's and unit's primary tool for recording and maintaining embarkation data and information. The basic building blocks of this information are the data representing individual items of equipment and supply and the individual personnel assigned to the unit. These data are entered manually to MDSS II or imported from other systems.

(a) Equipment and supply information are imported from the ATLASS.

(b) Information for pre-positioned equipment is imported into MDSS II by multiply systems at Blount Island Command (BIC). These imports are specific to BIC and part of the normal functionality of MDSS II. Once the

data is in MDSS II at BIC, the data is export by BIC in MDSS II format for the Operating Forces.

(c) Personnel information is derived from UD/MIPS.

(d) Unit ammunition data will be accessed/provided to MDSS II via the ROLMS import into MDSS II.

(e) With the availability of LOGMARS and RFID equipment, the capability exists to create and update unit databases in MDSS II using this technology.

(8) At the unit, the MDSS II unit database is maintained and updated daily or as needed by the unit. When a unit is tasked to prepare for deployment, it creates a deployment UDL and roster from the Garrison UDL and roster, which is used to update the notional MAGTF II force structure.

(9) In the planning phase, one of MDSS II's primary roles is to receive movement requirements then, provide movement support (User | Movement). MDSS II must have support type assets (i.e., passenger and cargo carrying vehicles, materials handling equipment and other support equipment such as floodlights). Once the plan is updated, MDSS II automatically filters the support type assets from the UDL through the User | Movement | Setup | TAUDL module. The user will be required to update the Status and Section codes for the TAUDL records. Requests for support, tasking units providing support, and tracking of the support, can be provided. To properly use this functionality, the user must understand the basics of arranging transportation support. The user can utilize tactical assets, base motors or the TMO to support requests. Interfaces to CMOS, GTN / HOST, GTN / PAX, GTN 21 Cargo, GTN 21 Personnel and WPS provide the ongoing processing of support requests.

(10) During the planning phase, the UDL developed for the deploying unit is entered into ATLASS to build the loaded unit allowance file (LUAF) and RUAF.

(11) As units and detachments report to the MSE, they provide MDSS II embarkation databases, which are combined to form an embarkation database for the MSE. The

MAGTF develops its embarkation database by combining the MSE databases.

(12) The MAGTF commander, in coordination with the combatant commander and the MSE commanders, determines the order in which units of the MAGTF should arrive in theater. This is termed phasing. The MAGTF's preferred phasing is reflected in the plan TPFDD by assigning planned movement dates from/to Origin, POE, POD, and DEST to the ULNs in MAGTF II. Dates are expressed as "C-Days" with C-Day being the day force deployment commences. The importance of this process is that this information is the basis upon which transportation is planned and assets are allocated by CDRUSTRANSCOM's TCCs and the combatant commander.

(13) Transportation allocations are communicated to the MAGTF commander who in turn assigns MAGTF assets to transportation assets (ships/aircraft).

(a) Origin to POE movement planning consists of determining in MDSS II what, where, and when specific cargoes and/or personnel must be moved. This information is provided to movement support agencies via MDSS II. Movement support agencies plan the movement and inform moving units through the designated chain of command. Changes in requirements are communicated as required through the MDSS II.

(b) Planning for cargo embarkation onto strategic lift assets is conducted in MDSS II and communicated through the MDSS II's interfaces to AALPS and ICODES.

1. For ship load planning, embarkation teams (single ship) are formed in MDSS II. This information is passed to ICODES, where actual load planning is accomplished.

2. For aircraft, chalks (single aircraft load) are formed in MDSS II. This information is passed to AALPS, where actual load planning is conducted.

(c) For MAGTFs assigned Maritime Prepositioned Force (MPF) missions, data will be inputted into MDSS II. The MAGTF commander, using MDSS II functionality, should direct planned allocation of supplies and equipment aboard MPS. MDSS II to MDSS II peer communications will be

employed to identify allocations to MSEs and subordinate units.

(14) Planning Updates. Throughout the planning phase, MDSS II provides the capability to efficiently keep the MAGTF and its subordinate elements up-to-date to any changes in near real-time. It interfaces with other systems allow these changes to be automatically incorporated in other facets of planning that may be affected by the changes.

c. ATLASS. In the planning phase, supply personnel will utilize ATLASS to provide asset visibility and supply support to the MAGTF. The MAGTF commander ensures that all appropriate units have ATLASS loaded. The Combat Service Support Element (CSSE) will ensure that sufficient computer resources are available to furnish any Combat Service Support Detachment (CSSD) formed to provide direct supply support to other elements/units of the MAGTF (the CSSE provides general support to the MAGTF). Each MAGTF unit possessing ATLASS will download deployment files from SASSY mainframe files to populate their respective ATLASS databases.

(1) During the planning phase and after MSEs and subordinate units have "chopped" to the MAGTF for operational control (OPCON), the MAGTF commander may use ATLASS functionality to redistribute supplies and equipment among the MSEs to ensure that each element has the material needed to perform its missions. Likewise, subordinate elements and unit commanders may effect redistribution within their organizations.

(2) ATLASS extensively employs LOGMARS technology to conduct physical inventories and construct location files. Data collected with data collection devices (DCD) is downloaded into the ATLASS computers.

d. ICODES. During the planning phase, MAGTF embarkation personnel use ICODES to execute detailed shipload planning. This includes plotting planned stowage locations of MAGTF cargo aboard specific ships.

(1) The information required to employ ICODES is imported from MDSS II. Although less desirable, cargo data can be entered manually if MDSS II is not available.

(2) After stowage has been planned, ICODES provides MDSS II the planned cargo package locations and ship compartment data for each ship loaded. Proposed deck diagrams are plotted and submitted for load plan approval.

(3) ICODES shipload plans can be revised as needed to respond to situational changes.

e. AALPS. During the planning phase, MAGTF embarkation personnel use AALPS to execute detailed aircraft load planning. This includes plotting planned stowage locations of MAGTF cargo aboard specific types and configurations of aircraft. Passengers (PAX) are loaded by total number vice individually.

4. DEPLOYMENT PHASE. This section describes the operational procedures for the use of the MAGTF LOGAIS components during the deployment phase. Deployment commences when the order is given to execute the OPLAN (the OPLAN becomes an OPORD at this time). The deployment phase encompasses those pre-deployment movements of forces directly relating to the deployment and the movement of forces from origins to final destinations, where employment of the force takes place.

a. Marine Air-Ground Task Force II. During the deployment phase, MAGTF II continues to perform those functions described in the planning phase. As the need arises, MAGTF II developed force structures will be exported to MDSS II for updates to reflect changes in cargo and personnel assigned to deploying units. If necessary, changes to unit sourcing; i.e., UTC matching to a ULN may also be made. Similarly, relevant portions of JOPES plans are imported into MAGTF II for update/revision and then exported back to JOPES for review by the combatant commander and transportation agencies.

(1) During this phase, MAGTF II, in concert with MDSS II, keeps the combatant commander, TCCs, MAGTF commander, and higher Marine HQ apprised of the status of force deployment.

(2) At the POEs each ULN item or person is recorded, by LOGMARS or manually, as it boards assigned carrier(s). This information shows what cargo and passengers from the ULN actually boarded ("manifested") on a specific carrier. The manifest data is passed to MDSS II

via wireless modem or physical link. Upon completion of loading a carrier, MDSS II will export as-loaded cargo detail and number of passengers embarked to MAGTF II (as well as to external systems).

(3) After the manifest data is imported to MAGTF II, the system will use the data in the following update processes:

(a) For ULN(s) loaded on a carrier, the actual manifested cargo and/or passengers will be compared with the data for that ULN in MAGTF II. This level of detail cargo/passenger data will reflect the major end items and number of passengers manifested. When mismatches occur, the incorrect data will be replaced with the actual manifest data. For example, when a ULN that shows 5 HMMWVs and 50 passengers in the TPFDD boards with its carrier at the POE, it is recorded (manifested) as actually deploying 4 HMMWVs and 55 passengers. When this data is imported into MAGTF II, the ULN will be automatically adjusted from 5 to 4 HMMWVs and 50 to 55 passengers. The MAGTF's updated TPFDD, showing actual manifest data in MAGTF II, will be exported to the JOPES Requirements Subsystem. In JOPES, the updated ULNs will replace their corresponding ULNs in the combatant commander's TPFDD. In addition to providing asset visibility, this procedure ensures that when a ULN has fully deployed with all its assigned cargo and passengers, it is accurately reflected in the TPFDD reports; i.e., the ULN will not show as partially manifested when it is in fact fully manifested.

(b) The second update involves updating the JOPES S&M subsystem. The S&M subsystem contains carrier itineraries and information concerning which ULNs are scheduled for a specific carrier. The purpose for updating is to accurately depict the ULNs, and the actual number of passengers and/or cargo short tons (airlift) or measurement tons (sealift), which deployed on a carrier. The JOPES S&M Subsystem EQ screen will be emulated in MAGTF II. JOPES itinerary and scheduling information for selected carriers will be imported to MAGTF II via the MAGTF II/JOPES interface. This information will be displayed, by carrier, on the MAGTF II EQ screen. Actual manifest data for each carrier will be imported from MDSS II. In MAGTF II, the cargo and passenger manifest data will be "rolled up" to show Level II detail (i.e., passengers, short tons, or measurement tons). MAGTF II will perform a number of

processes in the update procedure, the end product of which will be an accurate portrayal, by carrier and ULN, on the MAGTF II EQ screen of the numbers of passengers and cargo quantities manifested. The updated EQ screen data will be exported, via the MAGTF II/JOPES interface, to the JOPES Scheduling and Movements subsystem EQ screen.

(4) MAGTF II will then provide the MAGTF commander the capability to revise schedules and ULN structures to get the right forces in theater when they are needed. The information also allows the combatant commander to keep abreast of inbound forces and direct changes to the flow if necessary. Additionally, this information allows CDRUSTRANSCOM's TCC's to make the most efficient use of scarce transportation assets.

(5) MAGTF II can be used en route to the POD/DEST, particularly if deploying by sea. For example, MAGTF II can be used to rapidly develop the force structure for a maritime raid force. Using the ship's communication assets, this force structure can be transmitted to the affected elements/units of the MAGTF. At the same time, MDSS II can be used to provide actual unit data if this information is not already available to MAGTF II users.

(6) Upon arrival in theater and prior to commencement of the employment phase, MAGTF II will continue to be employed to conduct planning functions. If needed, the MAGTF commander will use MAGTF II to revise force phasing, or even change the force structure to meet any situational changes that arise. Employing the available means of communications, the revisions can be transmitted to the rear for upload to JOPES and sent to interested parties via MAGTF II. The MAGTF II/JOPES interface can be accomplished locally, if GCCS is immediately available in theater.

b. MDSS II. During the deployment phase MDSS II continues to perform the functions described during the planning phase. Plan force structures are imported from MAGTF II and updated by replacing the previous unit data with the most current unit data. Ship and aircraft load planning may still be conducted, or previously developed plans may be revised. MDSS II will continue to be used to determine movement requirements. During embarkation operations, AIT and RFID will be used to record loading and stowage of cargo aboard ships. This data will update the

MDSS II database. The data will also be used by ICODES to provide as-loaded ships' load plans and deck diagrams and to produce Trim, Stability, and Stress Reports for commercial type ships.

(1) At Seaport of Embarkation (SPOE), cargo/container information will be exported from MDSS II to the Worldwide Port System (WPS) and provided to SDDC for commercial (MSC) ships.

(2) During periods aboard ship, MDSS II may be employed to provide unit data to MAGTF II. This may be done in situations such as the development of a maritime raid force. MDSS II may be used to accomplish the automated portion of developing the raid force in the absence of MAGTF II.

(3) Upon arrival at the POD/DEST, AIT and RFID will be used to scan cargo debarked from ships and airplanes. Collected data will update MDSS II at locations designated by the MAGTF commander. For example, debarking units may not be able to get computing equipment set up before moving from POD to DEST; then the MAGTF commander may direct that data be downloaded to a disk at a debarkation/movement control center and the disk provided to the appropriate unit before it moves out. The unit would upload the data to its MDSS II when the situation allows.

(4) The MDSS II/ATLASS interface will allow unit equipment and supply information to be passed from one system to another. This keeps each system's database updated and performing its functions with the most efficiency and accuracy.

(5) At seaports, beaches, and airheads, the MDSS II will be employed to develop and forward requirements for onward movement of forces to their respective destinations.

(6) G-1/S-1 will update personnel information in MDSS II.

(7) All of this data collection by MDSS II is extremely important to the commander whose unit may be deployed by different means, at different times. The commander's MDSS II UDL and roster will contain the details of cargo and personnel assigned to the deployed unit. As cargo and personnel arrive and debark, they are aggregated

into the "arrival" database, giving the commander an accurate, up-to-date picture of the unit coming back together.

(8) Effective use of MDSS II during the deployment phase will provide unit, MSE, and MAGTF commanders an accurate picture of the units' personnel, supplies, and equipment status prior to force employment.

(9) When the order to deploy is passed, the MAGTF begins its movement to air and/or sea POEs. Some predeployment staging at POEs may already have been accomplished. The MAGTF commander will continue to use MDSS II to generate "frag orders" that task and dispatch movement assets organic to the MAGTF. Fragmentary orders (frag orders) are fragments of a five-paragraph order that omit the details not yet known (e.g. pick-up times). Issued as a warning to the supporting units, frag orders direct them to be prepared, on order, to provide movement support to a moving unit. The frag orders prepared in MDSS II by the LMCC are released for execution by MEF units with the required movement support assets. Support requests pre-registered with base/station TMOs, including locally contracted and SDDC coordinated assets, will be executed. MSCs will provide support to the MAGTF MSEs formed from subordinate units.

(10) These movements are very dynamic, with frequent changes and revisions to requirements. MDSS II will be used continually to send and receive newly created, modified or canceled requests and taskings. Units at nearly every level will use MDSS II during the deployment phase not only to request support and/or receive taskings, but to monitor the status of the movement as well.

(11) Designated support units will use MDSS II transportation functionality to provide the MCCs with constant updates on the status of movement support assets currently available and future asset availability. The MAGTF will conduct marshalling, staging, and convoying per the movement plan developed, in part, with MDSS II. Changes responding to situations may be promulgated via MDSS II.

(12) During the movement to POEs, MDSS II will be used in conjunction with other technologies, such as LOGMARS and RFID, to provide in-transit visibility of

personnel and cargo moving in convoy and separately by Marine as well as non-Marine commercial vehicles.

(13) At the POEs, LOGMARS and RFID will be used extensively to track MAGTF assets through staging and onto carriers. This information will be transmitted into MDSS II and will provide asset visibility to deploying unit commanders during movement/staging. LOGMARS, RFID or manual entry will be used to track the actual loading of ULNs (cargo and passengers) aboard carriers.

(14) When the cargo and passenger manifest data is processed, MDSS II retransmits the information to GTN/HOST, GTN/PAX, GTN 21 ITA (updating the previously sent GTN 21 Cargo and Personnel information) and WPS. The information passed will provide movement information and in-transit asset visibility to all concerned.

(15) Additionally, cargo and passenger manifest data will be exported to MAGTF II. MAGTF II will import the data and process it for export to JOPES to accomplish the following updates:

(a) Manifest data will update carrier schedules in the JOPES Scheduling and Movements subsystem (EQ function) to show which ULNs, and the actual number of passengers and short tons (airlift), or measurement tons (sealift), deployed on a specific carrier.

(b) ULNs whose actual loaded cargo and/or passenger detail differ from that shown in the plan TPFDD, will be adjusted to show accurate quantities/details in the JOPES Requirements subsystem.

c. ATLASS

(1) Required SASSY files are imported to ATLASS. The MAGTF CE account, main account (normally at the CSSE), CSSD account, and Using Unit Accounts are established during the planning phase. During the deployment phase, the flow of ATLASS information within the MAGTF remains the same as in the planning phase. ATLASS requisitioning procedures through SASSY and MILSTRTP are unchanged. The primary difference in procedures between the phases is the communications media employed to submit ATLASS transactions and receive transaction status. SUADPS/NALCOMIS provides the inventory and financial management, and maintenance

management support, respectively, for "blue dollar" aviation logistics support.

(2) During the deployment phase, as in the other phases, the MAGTF commander may use ATLASS functionality to effect redistribution of assets within the MAGTF. This capability is also available to the MSE and subordinate unit commanders. Receipts, losses, and transfers of assets are recorded in ATLASS and passed to MDSS II to update the UDL via the ATLASS/MDSS II interface.

(3) Upon arrival in theater, MDSS II data collected (using AIT as extensively as possible) during debark operations are imported to each units' ATLASS. ATLASS imports cargo information from TOMS/CMS during the ship off load process. In addition to ensuring reconciliation of the unit's status in both systems, ATLASS uses the data to create transactions to report any changes in unit assets that may have occurred (losses, etc.).

(4) Financial accounting is accomplished via the ATLASS/SASSY interface. The SASSY Management Unit (SMU) imports ATLASS transaction data into SASSY. SASSY accepts ATLASS data and provides financial data for retrieval by the Standard Accounting and Budget Reporting System (SABRS). Although ATLASS does not provide financial data directly to SABRS, it allows the MAGTF commander to extract financial information for review and to ensure that the MAGTF is operating in a fiscally sound manner.

d. ICODES

(1) In the deployment phase, the ship's load plans developed in ICODES are used for reference during embarkation operations. Additionally, planners continue to use ICODES to develop ships' load plans for newly assigned shipping and to revise pre-planned loads. During, and upon completion of actual ship loading, AIT DCDs are employed to record cargo stowage locations aboard ship. AIT data is downloaded into MDSS II and then exported to ICODES through the ICODES/MDSS II interface to develop as-loaded load plans and deck diagrams for each ship.

(2) ICODES will be used by Marine Combat Cargo Officer/Assistant (CCO/CCA) personnel aboard Navy amphibious shipping to record stowage and manage landing force operational reserve material (LFORM). The LFORM data

contained in the CCO's ICODES will be exported to the embarkation team's ICODES suite allowing more precise automated stowage planning. ICODES will also contribute to the efficient and effective management of LFORM through the interface with MDSS II wherein the ICODES LFORM data will be exported to MDSS II providing the MAGTF commander a detailed view of LFORM status.

(3) Following debarkation at the POD, ICODES load plans can be saved to disk for future use.

e. AALPS. During the deployment phase, the aircraft load plans developed in AALPS are used for reference to conduct embarkation operations. AALPS is also employed to develop load plans on the flight line to respond to the changing airlift situation. Procedures for AALPS during this phase are the same as described in section 5.

5. EMPLOYMENT PHASE. During the employment phase, forces are operationally or tactically committed within the area of operations. This phase includes all levels of combat as well as humanitarian and other non-combat operations. This section discusses the use of the MAGTF LOGAIS systems during the phase.

a. MAGTF II. During the employment phase, MAGTF II will be used to develop force structures to support continued operations under the direction of the combatant or MAGTF commander. MAGTF II will also be used to develop the MAGTF's redeployment structure. A distinct advantage of using MAGTF II to plan for the combatant commander's redeployment or future operations during the employment phase is the ability to plan without immediate access to a GCCS workstation. The MAGTF's plan can be developed in the field, downloaded to disk and delivered by the most expeditious means to the GCCS/JOPES site.

(1) Planning for force redeployment often commences while forces are still employed in operations. During this phase, MAGTF II functions as previously described except for the inclusion of force sustainment requirements that are not required for the development of redeployment plans. The MAGTF will develop its redeployment force structure and will then export it to MDSS II for updating the unit data and for upload to JOPES.

(2) MAGTF II can also be used to develop force structures for operations to be conducted in theater as well as to evaluate proposed courses of action (COA). In time constrained situations, or in the absence of MDSS II, MAGTF II will be used to tailor cargo and personnel detail, to reflect actual on-hand, for the MAGTF II developed forces.

b. MDSS II. During the employment phase, MDSS II is employed in much the same manner as depicted in paragraph 4.b above.

(1) MDSS II is used to maintain the deployed unit's database. The UDL and roster are updated by AIT and/or RFID.

(2) Force structures developed in MAGTF II for force redeployment or future operations planning are imported into MDSS II to update changes in actual cargo and personnel data in the plan ULNs.

(3) MDSS II will be employed to request, plan, task, coordinate, and monitor movement support operations of MAGTF forces and other forces assigned to the joint force. MDSS II will also be used to conduct movement planning for the redeployment of the MAGTF for movement from the operations area to the Outside Continental United States (OCONUS) POE and from CONUS PODs to force home bases and stations.

(4) During day-to-day and tactical operations, units will utilize MDSS II while supporting themselves to the extent possible with organic movement assets. As required, requests for support will be forwarded to the MAGTF CSSE via MDSS II. Per the MAGTF commander's guidance, the CSSE will provide movement support.

(5) Based on the TAUDL (Transportation Asset UDL), the CSSE will determine the MAGTF's ability to support itself with its own assets. If this is possible, the appropriate MAGTF unit will be tasked. If not, a support request will be prepared in MDSS II and forwarded to the combatant commander.

(6) In supporting the redeployment planning effort, information concerning ship's berthing schedules and scheduled aircraft arrivals/departures will be provided to

MDSS II to develop the plan for marshalling, staging, and convoying. The CSSE/MAGTF LMCC will prepare frag orders for MAGTF movement support assets. As CONUS POD to home base/station movement requirements become known, support requests will be prepared and transmitted to the parent MEF by the LMCC, where MDSS II will be employed to register support requirements with MEF movement support units or with supporting establishment and commercial sources.

c. ATLASS. During the employment phase, ATLASS is the MAGTF commander's primary tool for maintaining asset visibility, redistributing assets among MSEs, and requisitioning supplies from Marine and non-Marine supply sources.

(1) As previously described, both MDSS II and TOMS/CMS will pass supply data to ATLASS allowing units' supply inventory files to be updated. Based on the data imported, ATLASS will create the appropriate transactions to reflect gains and losses.

(2) During the employment phase, the MAGTF and unit commanders will be kept informed of the organizations' status at their respective command levels through physical inventories and ATLASS generated reports. LOGMARS technology will figure prominently in the inventory process, as well as recording and passing to ATLASS supply item location data.

(3) If the situation warrants, the MAGTF commander will direct the CSSE to form CSSDs to provide direct CSS support to using units (battalion, squadron, regiment, etc.). Supply support will be from the main account established at the CSSE to the CSSDs and then to the using units. The MAGTF gives direction and monitors. Requisitions are created in ATLASS and flow from using units/CSSDs to the main account via ATLASS. The main account either issues the supplies or submits requisitions to Marine supply sources via the ATLASS/SASSY interface or to the Defense Logistics Agency (DLA) via the MILSTRIP interface. These requisitions may be filled in theater from consolidated stock points by direction of the combatant commander.

(4) Requisition status flows back to the original requester in the opposite direction of that taken by the requisitions.

(5) ATLASS will also be used at any level of command to create the transactions resulting from commanders' redistribution directives.

d. AALPS. During the employment phase, AALPS procedures are the same as those described for the deployment phase.

(1) AALPS will be used to plan the air embarkation for the redeployment of the MAGTF. Additionally, there may be situations in which AALPS is used to support the actual conduct of embarkation of forces for redeployment in theater.

(2) Redeployment in theater could be the result of the combatant commander directing the embarkation of the MAGTF, or a portion thereof, to conduct an amphibious operation. It could also be due to the combatant commander's requirement to reposition the MAGTF in theater.

(3) AALPS will also be used to plan aircraft loads to support day-to-day operations.

e. ICODES

(1) During the employment phase, ICODES procedures are the same as those described for the deployment phase.

(2) In this phase, ICODES will be used to plan ship embarkation for the redeployment of the MAGTF to CONUS. Additionally, there may be situations in which ICODES is utilized to support the actual conduct of ship movement of forces for redeployment in theater. Redeployment in theater could be the result of the combatant commander's requirement to reposition the MAGTF in theater, gain a strategic advantage, or to conduct an operation.

6. REDEPLOYMENT PHASE. This section addresses redeployment as the movement of forces out of the area of operations. Redeployment would appear to be the duplicate of deployment, only in the reverse direction. However, it is not that simple. Redeployment can be a very complex endeavor, depending on the size of the joint force, the MAGTF, and the movement support available. As the redeployment progresses, there will be fewer and fewer movement support assets available to the MAGTF.

Communications among MAGTF LOGAIS systems and with external systems becomes more difficult as assets are moved out of the area. The prudent use of MAGTF LOGAIS systems during this phase will assist in reducing confusion both in theater and on arrival in CONUS. This section addresses the procedures for use of the systems during the redeployment phase.

a. MAGTF II. During the redeployment phase, MAGTF II is procedurally employed as in the other phases.

(1) As the need arises, MAGTF II developed force structures will be exported to MDSS II for updates to reflect changes in cargo and personnel assigned to redeploying units, to include UTC modifications if there are changes as to which redeploying units are assigned to a given ULN. Similarly, relevant portions of JOPES plans are imported to MAGTF II for update/revision and then exported back to JOPES for review by the combatant commander and transportation agencies.

(2) MAGTF II in concert with MDSS II, performs the very important function of keeping the combatant commander, TCCs, the MAGTF commander, and higher Marine HQ apprised of the status of force redeployment.

(3) At the POEs each ULN is recorded, by LOGMARS or manually, as it boards assigned carrier(s). This information shows what cargo and PAX from the ULN actually boarded ("manifested") on a specific carrier. The manifest data is passed to MDSS II.

(4) MAGTF II will provide the MAGTF commander the capability to revise schedules and ULN structures. This is necessary to get the correct forces out of theater in the desired order. The information also allows the combatant commander to keep abreast of outbound forces and direct changes to the flow if necessary. Additionally, with this information, CDRUSTRANSCOM’s TCCs can make the most efficient use of scarce transportation assets.

(5) MAGTF II can be used en route to the CONUS or other POD, particularly if redeploying by surface. For example, MAGTF II can be used to rapidly develop the force structure and identify sustainment requirements for a force directed to suspend its redeployment and divert to another mission. Using a ship’s communication assets, this force

structure can be transmitted to the affected elements/units of the MAGTF with MDSS II being used to provide actual unit data, if this information is not already available to MAGTF II users.

b. MDSS II. During the redeployment phase MDSS II continues to perform the functions described in previous sections. Redeployment plan force structures are imported from MAGTF II and updated by replacing the previous unit data with the most current unit data. Ship and aircraft load planning will continue, and previously developed plans will be revised.

(1) During embarkation operations, AIT and/or RFID will be used to record loading and stowage of cargo aboard ships. This data will be imported into MDSS II. The data will also be used to update ICODES to provide as-loaded ships' load plans and deck diagrams and to produce Trim, Stability, and Stress (TSS) reports for commercial type ships.

(2) During periods aboard ship, MDSS II may be employed to provide unit data to MAGTF II for units comprising a force that is formed to perform a separate mission. MDSS II may be used to accomplish the automated portion of developing the force task organization in the absence of MAGTF II.

(3) Upon arrival at the POD, PDTs will be used to scan cargo debarked from ships and aircraft or RFID Tags will transmit data to interrogators. Collected data will be imported or automatically transmitted into MDSS II at locations designated by the MAGTF commander. For example, debarking units, for the most part, will probably move almost immediately away from the POD to home bases/stations. Thus, data may not be entered to a unit's MDSS II UDL at the POD, but rather at the unit area. The MAGTF commander may direct that data be downloaded to a disk at a debarkation/movement control center, and the disk provided to the appropriate unit before it moves out. The unit would upload the data to its MDSS II when the situation allows.

(4) The MDSS II/ATLASS interface will allow unit equipment and supply information to be passed from one system to another to keep each system's database updated and performing its functions efficiently and accurately.

(5) At seaports, beaches, and airheads, MDSS II will be employed to develop/revise and forward requirements for onward movement of forces to their respective destinations.

(6) G-1/S-1 will update personnel information as required in MDSS II.

(7) This collection of data by MDSS II is extremely important to the commander whose unit may have been redeployed by different means at different times. The commander's MDSS II UDL and roster will contain the details of cargo and personnel assigned to the redeploying unit. As cargo and personnel arrive and debark they are entered into the "arrival" database. This provides the commander with an accurate, up-to-date picture of the unit's status.

(8) Revisions to plans, support requirements, and requests are developed as needed.

(9) In preparation for redeployment, MDSS II is used during the employment phase to: conduct OPAREA to OCONUS POE movement planning; prepare support frag orders for MAGTF movement support units; establish/register transportation and movement support requirements; and provide initial CONUS POD to home base/station movement support to the parent MEF's FMCC/LMCC.

(10) As the redeployment progresses, progressively fewer movement support assets will be available. Thus, MDSS II's automated support becomes more significant in maintaining support asset listings such as the MAGTF's TAUDL.

(11) Once the redeployment order is given, and per the MAGTF commander's plan, units begin to move to air and seaports of embarkation.

(12) Organic transportation/movement support will be used to the maximum extent possible. Unit commanders will employ MDSS II to track assets as well as create internal taskings. Requirements for additional support will be forwarded to the appropriate MCC. Normally the MAGTF CSSE will form a LMCC to control and coordinate movement support and the actual movement activities.

(13) The MAGTF commander will continue to use MDSS II to task and dispatch movement assets organic to the MAGTF. The frag orders prepared by the CSSE will be released for execution by MAGTF units with the required movement support assets. Movement support requests pre-registered with the combatant commanders will be executed.

(14) These movements are very dynamic; frequent changes and revisions to requirements are the norm. MDSS II will be used continually to send and receive newly created, modified or canceled requests and taskings of others. Units at nearly every level will use MDSS II during this period, not only to request support and/or receive taskings, but to monitor the status of the movement as well. MDSS II provides commanders the status of equipment and personnel in near real-time through use of AIT and/or RFID technology.

(15) Designated support units will use MDSS II transportation functions to provide the FMCC/LMCC with constant updates on the status of current and future movement support assets availability.

(16) The MAGTF will conduct marshalling, staging, and convoying per the movement plan developed, in part, with MDSS II.

(17) Units will continue to update lift requirements until such time as the unit’s computing capabilities (equipment) must be packed for movement, requiring an alternate means to get information into MDSS II.

(18) During the movement to POEs, MDSS II will be used to provide in-transit visibility of personnel and cargo moving in convoy and separately by Marine as well as non-Marine vehicles.

(19) At the POEs, MDSS II will be used extensively to track MAGTF assets through staging and on to carriers. MDSS II will provide asset and personnel visibility to deploying unit commanders and update the units’ MDSS II UDL and roster.

(20) MDSS II will track the actual loading of ULNs (cargo and PAX) aboard carriers and transmit this data to MAGTF II for upload to the JOPES Scheduling and Movements

Subsystem. MDSS II ships as-loaded information can prepare Cargo Manifests for commercial shipping if ICODES or AALPS is not present. When the cargo and passenger manifest data is processed, MDSS II retransmits the information to CMOS, GTN/HOST, GTN/PAX, GTN 21 ITA (updating the previously sent GTN 21 Cargo and Personnel information) and WPS. The information passed will provide movement information and in-transit asset visibility to all concerned.

(21) At the CONUS POD, redeploying units of the MAGTF will stage and then move out to home bases/stations as directed by the MEF LMCC. Organic assets will be used within capabilities. The LMCC will employ MDSS II to task MEF units to provide support. Support requests pre-registered with base/station TMOs, including locally contracted and SDDC coordinated assets, will be executed. MEF MSCs will provide POD to base/station movement support to the MAGTF MSEs formed from their respective subordinate units.

(22) MDSS II and LOGMARS (AIT and/or RFID) will be used continually to track convoys and separately moving cargo.

c. ATLASS. During the redeployment phase, ATLASS remains the MAGTF commander’s primary tool for maintaining asset visibility, redistributing assets among MSEs, requisitioning supplies from Marine and non-Marine supply sources, and financial accounting.

(1) During this period, the MAGTF and unit commanders will be kept apprised at their respective command levels of the organizations’ status through physical inventories and ATLASS generated reports. LOGMARS technology will figure prominently in the inventory process, as well as recording and passing to ATLASS supply item location data.

(2) Supply support from the main account is established at the CSSE through the CSSDs and them on to the using units. The MAGTF gives direction and monitors supply support and requisitioning. Requisitions are created in ATLASS and flow from using units/CSSDs to the main account via ATLASS. The main account either issues the supplies or submits requisitions to Marine supply sources via the ATLASS/SASSY interface or to the Defense Logistics Agency (DLA) via the MILSTRIP interface. While

still in theater, these requisitions may be filled from consolidated stock points by direction of the combatant commander.

(3) Redistribution of assets among elements and units of the MAGTF during this phase could result in the return of assets to the original owners. Additionally, CSSDs may be disestablished and their accounts and supplies rolled back into the CSSE main account.

(4) The final event during the redeployment phase occurs when: all units of the MAGTF have returned to home bases/stations; the ATLASS files are exported to SASSY bringing the units back on line with the mainframe; and the ATLASS transactions are closed out or transferred to SASSY. Until this takes place, MAGTF units will continue to receive supply support through ATLASS.

d. ICODES. In the redeployment phase, the ships' load plans developed in ICODES are used for reference during embarkation operations. Additionally, planners continue to use ICODES to develop ships' load plans for newly assigned shipping and to revise pre-planned loads as required. During, and upon completion of, actual ship loading, AIT DCDs are employed to record cargo stowage locations aboard ship. This data can be downloaded into ICODES and MDSS II to update the ship load plan and the UDL.

(1) ICODES will be used in conjunction with MDSS II to support reconstitution of MPS loads.

(2) LFORM stowage and management also must be attended during the redeployment phase. Amphibious ships arriving to redeploy the force may have LFORM loaded. Additionally, if the MAGTF or a portion of the MAGTF is diverted to perform a mission en route, LFORM may be required.

e. AALPS. The aircraft load plans developed in AALPS during the employment phase are used for reference to conduct aircraft embarkation operations. AALPS is also employed to develop load plans on the flight line as needed to respond to the changing airlift situation.

(1) The information required to employ AALPS is imported from MDSS II. Although less desirable, cargo and

PAX data can be entered manually if MDSS II is not available.

(2) Proposed aircraft load diagrams are plotted and submitted to the USAF TALCE/Military Airlift Wing scheduled to fly airlift missions for load plan approval. When approval is received, aircraft loading commences.

APPENDIX E

MAGTF DEPLOYMENT SUPPORT SYSTEM II (MDSS II)

1. The MAGTF Deployment Support System II (MDSS II) is a key member of the MAGTF/LOGAIS family of systems. Units must maintain complete and accurate MDSS II data to provide for an effective, efficient FDP&E process.

2. Units will maintain their data utilizing the process outlined below. Level VI will be maintained for all serialized items, less individual issue weapons and non-serialized item (i.e., tents will show a quantity and be associated with a tent box; however, the tents must also be reflected in the Unit Deployment List (UDL)).

a. Unit Identification Code (UIC). Look-up field from the Unit table. This is a mandatory entry for all records. The UIC will be populated with the SORTS reportable UIC for the unit (i.e. the SORTS reportable UIC for First Battalion Second Marines is M12110. All unit equipment would be identified with that UIC. The unit would identify company equipment in the reportable unit code (RUC) field, e.g., M11212 for one of the companies).

b. National Stock Number (NSN). Look-up field from tech data table. This is a mandatory entry for all records. The NSN field can be populated using the look-up capability or will auto-populated when the item ID is entered. If the NSN were populated prior to the item ID, then the fields associated below with the item ID would be populated.

c. Package ID. Whether it is a system generated or a user-defined entry, it is a mandatory entry for all records. The package ID will auto-populate when the NSN or item ID is entered for the record. The user will be required to change the package ID to the box number or serial number for each item (i.e. a D1158 serial number is 555123, which will be entered into the package ID field). The package ID cannot contain spaces or special characters.

d. NSN Configuration. NSN configuration is a required entry that will be auto-populated when the NSN or item ID is populated in the UDL. The NSN configuration will be limited to:

(1) Assembled. Items that have multiple components (i.e. test sets or tool kits).

(2) Bare Item. Individual items that are unassembled (i.e. radio sets of the PRC variety).

(3) Basic Unit. Individual items that can be assembled (i.e. some VRC radios).

(4) Boxed. Used primarily for ammunition.

(5) Coiled. Used primarily for communication cable.

(6) Crated. Used primarily for items like bulk fuel bags.

(7) Flyaway. Used for all aircraft.

(8) Folded. Used for items that can be folded (e.g., tables, canvass).

(9) Item Container Package. Used for items that have multiple components that can be embarked as a complete set (i.e. communication shelters). This includes equipment that is normally shipped in its specifically designed container.

(10) Not in Source. Used for items that have no other configuration (i.e. candles).

(11) Operational. Used for all vehicles.

(12) Palletized. Used for palletized items (i.e. AMAL/ADALs).

(13) Skid mounted. Used for items that will be mounted on a skid (i.e. air conditioners or generators).

(14) Vehicle mounted. Items that are loaded on trailers (i.e. riverine craft).

e. Item ID

(1) Look-up Field from Tech Data Table. This is an optional entry. The item ID is populated from the tech

data table. The tech data table is currently being updated, so that all equipment will have an item ID. When all the equipment has been identified, item ID will become a required field. When the item ID or NSN is populated, numerous fields are auto-populated. These fields include length, width, height, and weight.

(2) Once these fields are populated from tech data, the user has the ability to update/modify these fields (i.e. the tech data weight for a D1059 may reflect 22533, however the actual empty weight for that specific truck may be 23223. So the user will modify the field for weight. Do not populate the weight of the mobile load into the parent weight. The mobile loaded weight is contained and exported from the PUDL. The user must click on tools»utilities»fixed lost package links prior to performing the export). Additional fields that should be auto-populated, but normally do not require updating are:

(a) JCS Cargo Category Code (JCSCCC). Contains a look-up option from the JCSCCC table.

(b) Quantity per cargo

(c) Number of cargos

(d) UP&TT Line Number. Contains a look-up option from the UP&TT table.

(e) Supply class. Contains a look-up option from the Supply Class table.

(f) Model number. Contains a look-up option from the tech data table.

(g) UN Code (hazardous cargo only). Contains a look-up option from the UN Code table.

(h) IMG Code (hazardous cargo only). Contains a look-up option from the 1 MG table.

(i) Net explosive weight (ammunition only). Auto-populated when a DODIC is entered into the item ID field.

(j) Shelf life code

(k) Unit of issue. Contains a look-up option from the UI table.

(l) Pack Type. Contains a look-up option from the Mil Type Pack table. (Pack type code for containers will be required to be changed when cargo is associated to the container. Containers include 20ft containers and Quadcons).

(m) Air commodity code. Contains a look-up option from the Mil Air Com table.

(n) Air special handling. Contains a look-up option from the mil air HDL table.

(o) Water commodity code. Contains a look-up option from the Mil Watercom table.

(p) Water special handling. Contains a look-up option from the Mil Watercom 4 table.

(q) Water special handling type. Contains a look-up option from the Mil Watercom 5 table.

(r) Max weight

(s) Description

f. Transportation Control Number (TCN). The TCN is a required entry to support Global Transportation Network (GTN) and Worldwide Port System (WPS) exports, and the writing of RFID tags.

g. Unit Line Number (ULN). Contains a look-up option from the ULN Header table. The ULN Header table will be populated in plan data from the MAGTF II/JFRG II plan. This is a required entry for all Joint Operation Planning and Execution System (JOPES) movements.

h. Landing Serial Number. Contains a look-up option from the Landing Serial table in plan data. The Landing Serial table is user populated in plan data. This is a required entry for amphibious ship deployments.

i. Priority Order. This is the landing priority for equipment during the amphibious assault. This is a required entry for amphibious ship deployments.

j. Date Time Group. The Date Time Group will be updated as records are added or modified in the system.

k. Logical Set. The logical set will be populated when the link logical set is used during linking operations.

l. LTI Code. Contains a look-up from the LTI table. Optional entry.

m. MSE. Contains a look-up from the MSE table. Optional entry; however, should be used at the MAGTF level.

n. Supported Unit Code (SUC). Contains a look-up option from the RUC table. Allows the user to identify equipment that has been provided to another organization for deployment (i.e. temp loans). Optional field.

o. Reporting Unit Code (RUC). Contains a look-up option from the RUC table. Identifies specific company within the SORTS reportable UIC (i.e. 11112 would represent Weapons Company for M11110 1st Battalion, 1st Marines). Optional field.

p. Section. Contains a look-up option from the section table. Identifies the section to which a record belongs. Optional field.

q. Seal Number. Identifies the seal number for the seal on a container. Although this is an optional field, it should be used for all containers that have been sealed for security purposes.

r. Association. The association and following fields will be populated after the user has created associations in the linker. These fields are un-editable and can only be changed by removing the association or changing the association by using the link/unlink function under tools>linker or tools>associate cargo.

(1) Parent package UIC.

(2) Parent package NSN.

(3) Parent package ID.

s. Stack limit. Identifies the max number of cargo packages that can be stacked. Optional field.

t. GEOLOC Code. Contains a look-up option from the GEOLOC table. Identifies the four-digit GEOLOC from JOPES of the item. Optional field.

u. AIT Location Code. Contains a look-up option from the AIT Location table. The AIT Location table is user populated in plan data. The AIT Location will be populated with the scanning of equipment during the embarkation phase. This is a required entry.

v. Package lot number. User populated for ammunition. Required entry for all ammunition records.

w. Remarks. Free text field. Optional field.

x. Team name. Contains a look-up option from the team table. The team table is user populated in plan data. This is a required field for amphibious operations.

y. Applied Measure. The data value is “S” for square loaded items or “C” for cubic loaded items. By populating this field, the user will identify the amount of square or cube assigned to carriers. Optional field.

z. Command Attention. Free text field up to three characters for items the command desires to track. Optional field.

aa. Embark Category Code. Contains a look-up option from the EMBCAT table. The embark category provides a description of the type of cargo (i.e. vehicles, D-1, floating dump, etc). Optional field.

bb. Cap Set. Contains look-up option from the CAPSET table. This field is used primarily by Blount Island Command to identify capability sets aboard the MPF. Optional field.

cc. SL3. Identifies the item as using unit responsible item or supply system responsible item. Blount Island Command uses this field to identify SL3 components. Optional field.

APPENDIX F

TYPE UNIT CHARACTERISTICS/TYPE UNIT EQUIPMENT DATA

1. PURPOSE. This appendix contains the purpose and outlines responsibilities for maintaining accurate and timely updates to the Type Unit Characteristics (TUCHA) and Type Unit Equipment (TUDET) databases. These databases provide the data necessary for deliberate and crisis action planning and movement characteristics for personnel and equipment associated with operational Marine Corps active and reserve forces.

2. BACKGROUND

a. The Joint Staff requires that all services submit accurate quarterly (March, June, September, and December) updates of the TUCHA/TUDET data for notional planning.

b. The TUCHA database describes the standard planning data on movement characteristics for personnel (from the Table of Organization (T/O)) and equipment (from the Table of Equipment (T/E)) associated with deployable type units of fixed composition.

c. The TUDET applies to specific pieces of military equipment and describes the equipment's dimensional, weight, and cubic measurement.

d. Terms of Reference

(1) Unit Identification Code (UIC). The six-character, alphanumeric code that uniquely identifies each active, reserve, and National Guard unit of the Armed Forces, the UIC is the Status of Resources and Training System (SORTS) reportable code for each unit.

(2) Unit Type Code (UTC). A service developed and assigned code approved by Joint Chiefs of Staff, consisting of five characters that uniquely identify a type unit. The first character of the UTC is defined in CJCSM 3150.24.

3. TASKS

a. PP&O (PL)

(1) Provide oversight and policy to support the Marine Corps FDP&E process.

(2) Submit updates provided by MCCDC (TFS) to the CJCS SORTS data which, in turn, updates the JOPES database. This will ensure the JOPES TUCHA database and the Marine Corps' TUCHA database are properly populated and synchronized.

b. Aviation (ASL)

(1) Review and validate all aviation equipment characteristics files provided by Naval Inventory Control Point (NAVICP) and Naval Airs Systems Command (NAVAIR) to ensure that UTCs are properly populated with aviation equipment. Provide corrections, changes, and updates to MARCORSYSCOM (CSIS) and MCCDC (TFS) as required.

(2) Identify item identification/TAMCNs as required to update TUCHA files for MCCDC (TFS).

(3) Coordinate with I&L (LP), PP&O (POR, PL), and MCCDC TFS to determine correct item inventory in the TUCHA file.

c. I&L (LP)

(1) Review and validate ground equipment characteristics files provided by MCCDC (TFS) to ensure JCS cargo category codes (CCC), ship configuration dimensional data and cube are current. Provide corrections, changes, and updates to MCCDC (TFS).

(2) Identify item identification/TAMCNs as required to update TUCHA files for MCCDC (TFS).

(3) Coordinate with Aviation (ASL), PP&O (POR, PL), and MCCDC (TFS) to determine correct item inventory in TUCHA file.

d. COMMARCORSYSCOM

(1) Maintain item data file (IDF) within Total Force Structure Marine Corps (TFSMC) that is the source for the technical data file within the MAGTF data library (MDL).

(2) Maintain the MDL that supports USMC force deployment systems.

(3) Coordinate with Surface Deployment and Distribution Command (SDDC) Transportation Engineering Agency (TEA) to certify dimensional data for new ground equipment and then enter data in TFSMS.

(4) Coordinate with I&L (LP), Aviation (ASL), PP&O (POR, PL), and MCCDC (TFS) for data management.

e. CG, MCCDC (TFS)

(1) Maintain TFSMC systems. TFSMC is the Marine Corps authoritative data source for manpower and equipment requirements.

(2) Establish and maintain UIC/UTC header data for use in SORTS and JOPES reporting. Provide UIC/UTC updates to CMC (POR) for SORTS and JOPES updates.

(3) Maintain UICs for Marine Corps units and establish or dis-establish UICs based on MCBUL 5400 action.

(4) Maintain and build the TUCHA records A and B, which describe the standard planning data on personnel (T/O) and equipment (T/E) associated with deployable type units of fixed composition. TUCHA records A and B are then provided to PP&O (POR) to validate with CJCS and Defense Information Systems Agency (DISA) and for inclusion into the JOPES database.

(5) Provide current TUCHA/TUDET header information to MARCORSYSCOM for input into the Marine Corps family of LOGAIS systems to support FDP&E.

(6) Coordinate with I&L (LP), Aviation (ASL), PP&O (POR, PL) for data management.

(7) Solicit recommended T/O&E changes from COMMARFORs as required.

APPENDIX G

TERMS AND DEFINITIONS

Subject - Definitions

Acceptability - Operation plan review criterion. The determination as to whether the contemplated course of action is worth the cost in manpower, materiel, and time involved; is consistent with the law of war; and is militarily and politically supportable. (Joint Pub 1-02)

Accompanying Supplies - Unit supplies that deploy with forces. (Joint Pub 1-02)

Adaptive Planning - Future joint capability to create or revise plans rapidly and systematically, as circumstances require. Adaptive planning occurs in a networked, collaborataive environment, and results in plans containing a range of viable options.

Adequacy - Operation plan review criterion. The determination as to whether the scope and concept of a planned operation are sufficient to accomplish the task assigned. (Joint Pub 1-02)

Aerial Port - An airfield that has been designated for the sustained air movement of personnel and materiel, as well as an authorized port for entrance into or departure from the country where located. Also called APORT. (Joint Pub 1-02)

Airhead - 1. A designated area in a hostile or threatened territory which, when seized and held, ensures the continuous air landing of troops and materiel and provides the maneuver space necessary for projected operations. Normally it is the area seized in the assault phase of an airborne operation. 2. A designated location in an area of operations used as a base for supply and evacuation by air. (Joint Pub 1-02)

Airlift Requirement - The total number of passengers and/or weight/cubic displacement of cargo required to be carried by air for a specific task. (Joint Pub 1-02)

Air Mobility Command - The Air Force component command of the US Transportation Command. Also called AMC. (Joint Pub 1-02)

Air Movement - Air transport of units, personnel, supplies, and equipment including airdrops and air landings. (Joint Pub 1-02)

Alert - A warning received by a unit or a headquarters that forewarns of an impending operational mission. (Joint Pub 1-02)

Alert Order - 1. A crisis action planning directive from the SecDef, issued by the Chairman of the Joint Chiefs of Staff, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by the SecDef. 2. A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military course of action. An alert order does not authorize execution of the approved course of action. (Joint Pub 1-02)

Allocation - In a general sense, distribution of limited resources among competing requirements for employment. Specific allocations (e.g., air sorties, nuclear weapons, forces, and transportation) are described as allocation of air sorties, nuclear weapons, etc. (Joint Pub 1-02)

Allowable Cabin Load - The maximum payload that can be carried on an individual sortie. Also called ACL. (Joint Pub 1-02)

Amphibious Lift - The total capacity of assault shipping utilized in an amphibious operation, expressed in terms of personnel, vehicles, and measurement or weight tons of supplies. (Joint Pub 1-02)

Apportionment - In the general sense, distribution for planning of limited resources among competing requirements. Specific apportionments (e.g., air sorties and forces for planning) are described as apportionment of air sorties and forces for planning, etc. (Joint Pub 1-02)

Assembly Area – 1. An area in which a command is assembled preparatory to further action. 2. In a supply installation, the gross area used for collecting and combining components into complete units, kits, or assemblies. (Joint Pub 1-02)

Augmentation Forces - Forces to be transferred from a supporting commander to the combatant command (command authority) or operational control of a supported commander during the execution of an operation order approved by the National Command Authorities. (Joint Pub 1-02)

Available to Load Date - A day, relative to C-day, in a TPFDD, that unit and non-unit equipment and forces can begin loading on aircraft or ship at the port of embarkation. Also called ALD. (Joint Pub 1-02)

Basic Load - The quantity of supplies required to be on hand within, and which can be moved by, a unit or formation. It is expressed according to the wartime organization of the unit or formation and maintained at the prescribed levels. (Joint Pub 1-02)

Bulk Cargo - That which is generally shipped in volume where the transportation conveyance is the only external container; such as liquids, ore, or grain. (Joint Pub 1-02)

Campaign Plan - A plan for a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space. (Joint Pub 1-02)

Cargo Increment Number - A seven-character alphanumeric field that uniquely describes a non-unit-cargo entry (line) in a JOPES TPFDD. (CJCSM 3122.01)

C-Day - See times.

Combat Load - is defined as the standard quantity and type of munitions carried by a weapons platform and/or its dedicated support vehicle. (Joint Pub 1-02)

Combatant Commanders Required Date - The original date relative to C-day, specified by the combatant

commander for arrival of forces or cargo at the destination; shown in the time-phased force and deployment data to assess the impact of later arrival. Also called CRD. (Joint Pub 1-02)

Combatant Command - Nontransferable command authority established by U.S. Code Title 10 (“Armed Forces”), section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the SecDef. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM. (Joint Pub 1-02)

Combat Forces - Those forces whose primary missions are to participate in combat. (Joint Pub 1-02)

Combined - Between two or more forces or agencies of two or more allies. (When all allies or services are not involved, the participating nations and services shall be identified, e.g., combined navies.) (Joint Pub 1-02)

Command and Control - The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in

the accomplishment of the mission. Also called C2. (Joint Pub 1-02)

Command and Control Systems - The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the missions assigned. (Joint Pub 1-02)

Component - One of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of service and functional components. (Joint Pub 1-02)

Concept of Operations - A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. Also called commander's concept or CONOPS. (Joint Pub 1-02)

Concept Plan - An operation plan in concept format. Also called CONPLAN. (Joint Pub 1-02)

Contingency Plan - A plan for major contingencies that can reasonably be anticipated in the principal geographic sub-areas of the command. (Joint Pub 1-02)

Coordinating Authority - A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable

to planning and similar activities than to operations. (Joint Pub 1-02)

Course of Action - 1. A plan that would accomplish, or is related to, the accomplishment of a mission. 2. The scheme adopted to accomplish a task or mission. It is a product of the JOPES concept development phase. The supported commander will include a recommended course of action in the commander's estimate. The recommended course of action will include the concept of operations, evaluation of supportability estimates of supporting organizations, and an integrated time-phased data base of combat, combat support, and combat service support forces and sustainment. Refinement of this database will be contingent on the time available for course of action development. When approved, the course of action becomes the basis for the development of an operations plan or operations order. Also called COA. (Joint Pub 1-02)

Crisis Action Planning - 1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. Also called CAP. (Joint Pub 1-02)

Critical Item List - Prioritized list, compiled from commander's composite critical item lists, identifying items and weapon systems that assist service and Defense Logistics Agency in selecting systems for production surge planning. (Joint Pub 1-02)

Data Element – 1. A basic unit of information built on standard structures having a unique meaning and distinct units or values. 2. In electronic record keeping, a combination of characters or bytes referring to one separate item of information, such as name, address, or age. (Joint Pub 1-02)

D-Day - See times.

Debarkation - The unloading of troops, equipment, or supplies from a ship or aircraft. (Joint Pub 1-02)

Defense Readiness Condition - A uniform system of progressive alert postures for use between the Chairman of the Joint Chiefs of Staff and the commanders of unified and specified commands and for use by the services. Defense readiness conditions are graduated to match situations of varying military severity (status of alert). Defense readiness conditions are identified by the short title DEFCON (5), (4), (3), (2), and (1), as appropriate. Also called DEFCON. (Joint Pub 1-02)

Deliberate Planning - 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed. (Joint Pub 1-02)

Deployability Posture - The state or stage of a unit's preparedness for to deployment participate in a military operation, as defined in five levels as follows:
-Normal Deployability Posture (ND). Unit conducting normal activities. Commanders monitoring the situation in an area of tension and reviewing plans. No visible overt actions being taken to increase deployability posture. Units not at home station report their scheduled closure time at home station or the time required to return to home station if ordered to return before scheduled time and before desired mode of transportation are available.
-Increased Deployability Posture (ID). Unit is relieved from commitments not pertaining to the

mission. Personnel recalled from training areas, pass, and leave to meet the deployment schedule. Preparation for deployment of equipment and supplies initiated. Predeployment personnel actions completed. Essential equipment and supplies located at CONUS or overseas installations identified.
-Advanced Deployability Posture (AD). All essential personnel, mobility equipment, and accompanying supplies checked, packed, rigged for deployment, and positioned with deploying unit. Unit remains at home station. Movement requirements confirmed. Airlift, sealift, and intra CONUS transportation resources identified, and initial movement schedules completed by the TCC's.
-Marshaled Deployability Posture (MD). First increment of deploying personnel, mobility equipment, and accompanying supplies marshaled at designated POEs but not loaded. Sufficient strategic airlift or sealift assets positioned at, or en route to, the POE either to load the first increment or to sustain a flow, as required by the plan or directive being considered for execution. Adequate supporting ALCEs, stage aircrews (if required), and support personnel to sustain the airlift flow at on-load, en route, and offload locations will be positioned.
-Loaded Deployability Posture (LD). First increment equipment and companying supplies, personnel prepared for loading aboard aircraft on minimum notice. Follow-on increments of cargo and personnel are en route or available to meet projected ship loading schedules. Sufficient airlift is positioned and loaded at the port of embarkation to move the first increment or to initiate and sustain a flow, as required by the plan or directive being considered for execution. Supporting ALCEs, stage aircrews (if required), and support personnel adequate to sustain the airlift flow at on-load, en route, and offload locations are positioned, as required. (CJCSM 3122.01A)

Deployment - 1. In naval usage, the change from a cruising approach or contact disposition to a disposition for battle. 2. The movement of forces within operational areas. 3. The positioning of forces into a formation for battle. 4. The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through

destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. (Joint Pub 1-02)

Deployment Database - The Joint Operation Planning and Execution System database containing the necessary information on forces, materiel, and filler and replacement personnel movement requirements to support execution. The database reflects information contained in the refined time-phased force and deployment data from the deliberate planning process or developed during the various phases of the crisis action planning process, and the movement schedules or tables developed by the transportation component commands to support the deployment of required forces, personnel, and materiel. (Joint Pub 1-02)

Deployment Order - A planning directive from the SecDef, issued by the Chairman of the Joint Chiefs of Staff, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. A deployment order normally specifies the authority that the gaining combatant commander will exercise over the transferred forces. (Joint Pub 1-02)

Deployment Planning - Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the joint operations contemplated in a given plan. Encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging areas, and holding areas. (Joint Pub 1-02)

Deployment Preparation Order - An order issued by competent authority to move forces or prepare forces for movement (e.g., increase deployability posture of units). (Joint Pub1-02)

Deterrent Options - A course of action, developed on the best economic, diplomatic, political, and military judgment, designed to dissuade an adversary from a current course of action or contemplated operations. (In constructing an operation plan, a range of options should be presented to effect deterrence. Each option

requiring deployment of forces should be a separate force module.) (Joint Pub 1-02)

Earliest Arrival Date - A day, relative to C-day, that is specified by a planner as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Used with the latest arrival data, it defines a delivery window for transportation planning. Also called EAD. (Joint Pub 1-02)

Embarkation - The process of putting personnel and/or vehicles and their associated stores and equipment into ships and/or aircraft. (Joint Pub 1-02)

Employment - The strategic, operational, or tactical use of forces. (Joint Pub 1-02)

Execution Order - 1. An order issued by the Chairman of the Joint Chiefs of Staff, by the authority and at the direction of the SecDef, to implement a National Command Authorities decision to initiate military operations. 2. An order to initiate military operations as directed. Also called EXORD. (Joint Pub 1-02)

Execution Planning - The phase of the Joint Operation Planning and Execution System crisis action planning process that provides for the translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or operation order. Execution planning is detailed planning for the commitment of specified forces and resources. During crisis action planning, an approved operation plan or other National Command Authorities-approved course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place in the absence of prior planning. Also called EP. (Joint Pub 1-02)

Feasibility - Operation plan review criterion. The determination as to whether the assigned tasks could be accomplished by using available resources. (Joint Pub 1-02)

Flexible Deterrent Options - A planning construct intended to facilitate early decision by laying out a wide range of interrelated response paths that begin with deterrent-oriented options carefully tailored to send the right signal. The flexible deterrent option is the means by which the various deterrent options available to a commander (such as economic, diplomatic, political, and military measures) are implemented into the planning process. Also called FDO. (Joint Pub 1-02)

Force Requirement Number - An alphanumeric code used to uniquely identify force entries in a given operation plan time-phased force and deployment data. Also called FRN. (Joint Pub 1-02)

Force Closure - The point in time when a supported joint force commander determines that sufficient personnel and equipment resources are in the assigned operational area to carry out assigned tasks. (Joint Pub 1-02)

Force List - A total list of forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed in support of the plan. (Joint Pub 1-02)

Force Module - A grouping of combat, combat support, and combat service support forces, with their accompanying supplies and the required non-unit resupply and personnel necessary to sustain forces for a minimum of 30 days. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operation Planning and Execution System databases to enhance flexibility and usefulness of the operation plan during a crisis. Also called FM. (Joint Pub 1-02)

Force Requirement Number - An alphanumeric code used to uniquely identify force entries in a given operation plan time-phased force and deployment data. Also called FRN. (Joint Pub 1-02)

Functional Component Command - A command normally, but not necessarily, composed of forces of two or more Military Departments that may be established across

the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. (Joint Pub 1-02)

Grossly Transportation Feasible - A determination made by the supported commander that a draft operation plan could be supported with the apportioned transportation assets. This determination is made by using a transportation feasibility estimator to simulate movement of personnel and cargo from port of embarkation to port of debarkation within a specified time frame. (Joint Pub 1-02)

H-Hour - See times.

Host Nation - A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory. Also called HN. (Joint Pub 1-02)

Integrated Material Manager - The exercise of total Department of Defense-level management responsibility for a federal supply group or class, commodity, or item for a single agency. It normally includes computation of requirements, funding, budgeting, storing, issuing, cataloging, standardizing, and procuring functions. Also called IMM. (JP 4-07)

Integrated Priority List - A list of a combatant commander’s highest priority requirements, prioritized across service and functional lines, defining shortfalls in key programs that, in the judgment of the combatant commander, adversely affect the capability of the combatant commander’s forces to accomplish their assigned mission. The integrated priority list provides the combatant commander’s recommendations for programming funds in the planning, programming, and budgeting system process. Also called IPL. (Joint Pub 1-02)

Intensive Management - The continuous process by which the supported and supporting commanders, the services, transportation component commands, and appropriate Defense agencies ensure that movement data in the Joint Operation Planning and Execution System time-phased force and deployment data for the initial days

of deployment and/or mobilization are current to support immediate execution. (Joint Pub 1-02)

Joint Force - A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. (Joint Pub 1-02)

Joint Operation Planning - Planning for contingencies that can reasonably be anticipated in an area of responsibility or joint operations area of the command. Planning activities exclusively associated with the preparation of operation plans, operation plans in concept format, campaign plans, and operation orders (other than the Single Integrated Operational Plan) for the conduct of military operations by the combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff. Joint operation planning is coordinated at the national level to support SecDef Contingency Planning Guidance, strategic requirements in the National Military Strategy, and emerging crises. As such, joint operation planning includes mobilization planning, deployment planning, employment planning, sustainment planning, and redeployment planning procedures. Joint operation planning is performed in accordance with formally established planning and execution procedures. (Joint Pub 1-02)

Joint Operation Planning - A system that provides the foundation for an execution system of conventional command and control by national and combatant command-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, sustainment, and redeployment activities associated with joint operations. Also called JOPES. (Joint Pub 1-02)

Joint Planning Execution - Those headquarters, commands, and agencies Community involved in the training, preparation, movement, reception, employment, support,

and sustainment of military forces assigned or committed to a theater of operations or objective area. It usually consists of the Joint Staff, services, service major commands (including the service wholesale logistic commands), unified commands (and their certain service component commands), subunified commands, transportation component commands, joint task forces (as applicable), Defense Logistics Agency, and other Defense agencies (e.g., Defense
Intelligence Agency) as may be appropriate to a given scenario. Also called JPEC. (Joint Pub 1-02)

Joint Strategic Capabilities Plan - The Joint Strategic Capabilities Plan provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. It apportions resources to combatant commanders, based on military capabilities resulting from completed program and budget actions and intelligence assessments. The Joint Strategic Capabilities Plan provides a coherent framework for capabilities-based military advice provided to the President and SecDef. Also called JSCP. (Joint Pub 1-02)

Joint Strategic Planning System - The primary means by which the Chairman of the Joint Chiefs of Staff, in consultation with the other members of the Joint Chiefs of Staff and the combatant commanders, carries out the statutory responsibilities to assist the President and SecDef in providing strategic direction to the Armed Forces; prepares strategic plans; prepares and reviews contingency plans; advises the President and SecDef on requirements, programs, and budgets; and provides net assessment on the capabilities of the Armed Forces of the United States and its allies as compared with those of their potential adversaries. Also called JSPS. (Joint Pub 1-02)

Joint Tactics, Techniques - The actions and methods that implement joint procedures doctrine and describe how forces will be employed in joint operations. They are authoritative; as such, joint tactics, techniques, and procedures will be followed except when, in the judgment of the commander, exceptional circumstances

dictate otherwise. They will be promulgated by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands and services. Also called JTTP. (Joint Pub 1-02)

Joint Task Force - A joint force that is constituted and so designated by the SecDef, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF. (Joint Pub 1-02)

Latest Arrival Date - A day, relative to C-Day, that is specified by the supported combatant commander as the latest date when a unit, a resupply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. Used with the earliest arrival date, it defines a delivery window for transportation planning. Also called LAD. (Joint Pub 1-02)

Level of Detail - Within the current joint planning and execution systems, movement characteristics are described at five distinct levels of detail. a. Level I - Aggregated Level — Expressed as total number of passengers and total short tons, total measurement tons, total square feet, and/or total hundreds of barrels by unit line number (ULN), cargo increment number (CIN), and personnel increment number (PIN). b. Level II - Summary Level — Expressed as total number of passengers by ULN and PIN and short tons, measurement tons (including barrels), total square feet of bulk, oversize, outsize, and non-air-transportable cargo by ULN and CIN. c. Level III - Detail by Cargo Category — Expressed as total number of passengers by ULN and PIN and short tons and/or measurement tons (including barrels) as well as total square feet of cargo as identified by the ULN or CIN three-position cargo category code. d. Level IV - Detail expressed as number of passengers and individual dimensional data (expressed in length, width, and height in number of inches) of cargo by equipment type by ULN. e. Level V - Detail by Priority of Shipment — Expressed as total number of passengers by service specialty code in deployment sequence by ULN, individual weight (in pounds), and dimensional data (expressed in length, width, and height in number of inches) of equipment in deployment sequence by ULN. f. Level VI - Detail expressed for

passengers by name and SSAN or for coalition forces and civilians by country national identification number; and for cargo by Transportation Control Number (TCN). Non-Unit cargo includes FSN/NSN detail. Cargo can be nested. Cargos with TCNs that are nested are referred to as “secondary load”. Example: 11 vehicles of the same type would be represented by 11 level VI records. These records would be summed to I in level IV record. (Joint Pub 1-02)

L-Hour - See times.

Limiting Factor - A factor or condition that, either temporarily or permanently impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, malpositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, etc. (Joint Pub 1-02)

Line of Communication - A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. Also called LOC. (Joint Pub 1-02)

Marine Air-Ground Task Force - The Marine Corps principal organization for all missions across the range of military operations, composed of forces task-organized under a single commander capable of responding rapidly to a contingency anywhere in the world. The types of forces in the Marine Air-Ground Task Force (MAGTF) are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a combat service support element. The four core elements are categories of forces, not formal commands. The basic structure of the MAGTF never varies, though the number, size, and type of Marine Corps units comprising each of its four elements will always be mission dependent. The flexibility of the organizational structure allows for one or more subordinate MAGTFs to be assigned. Also called MAGTF. (Joint Pub 1-02)

Marine Expeditionary Brigade - A Marine Air-Ground Task Force that is constructed around a reinforced infantry regiment, a composite Marine aircraft group, and a

brigade service support group. The Marine expeditionary brigade (MEB), commanded by a general officer, is task-organized to meet the requirements of a specific situation. It can function as part of a joint task force, as the lead echelon of the Marine expeditionary force (MEF), or alone. It varies in size and composition, and is larger than a Marine Expeditionary Unit but smaller than a MEF. The MEB is capable of conducting missions across the full range of military operations. Also called MEB. (Joint Pub 1-02)

Marine Expeditionary Force - The largest Marine Air-Ground Task Force (MAGTF) and the Marine Corps principal warfighting organization, particularly for larger crises or contingencies. It is task-organized around a permanent command element and normally contains one or more Marine divisions, Marine aircraft wings, and Marine Logistics Groups. The Marine Expeditionary Force is capable of missions across the range of military operations, including amphibious assault and sustained operations ashore in any environment. It can operate from a sea base, a land base, or both. Also called MEF. (Joint Pub 1-02)

Marine Expeditionary Unit - A Marine Air-Ground Task Force (MAGTF) that is constructed around a reinforced infantry battalion, a reinforced helicopter squadron, and a task-organized combat service support element. It normally fulfills Marine Corps forward sea-based deployment requirements. The Marine Expeditionary Unit provides an immediate reaction capability for crisis response and is capable of limited combat operations. Also called MEU.
(Joint Pub 1-02)

Marine Expeditionary Unit (Special Operations Capable - The Marine Corps standard, forward-deployed, sea-based expeditionary organization. The Marine Expeditionary Unit (Special Operations Capable) (MEU[SOC]) is a Marine Expeditionary Unit, augmented with selected personnel and equipment, that is trained and equipped with an enhanced capability to conduct amphibious operations and a variety of specialized missions of limited scope and duration. These capabilities include specialized demolition, clandestine

reconnaissance and surveillance, raids, in-extremis hostage recovery, and enabling operations for follow-on forces. The MEU(SOC) is not a special operations force but, when directed by the National Command Authorities, the combatant commander, and/or other operational commander, may conduct limited special operations in extremis, when other forces are inappropriate or unavailable. Also called MEU(SOC). (Joint Pub 1-02)

Maritime Pre-Positioning Ship - Civilian-crewed, Military Sealift Command-chartered ships that are organized into three squadrons and are usually forward deployed. These ships are loaded with pre-positioned equipment and 30 days of supplies to support three Marine expeditionary brigades. Also called MPS. (Joint Pub 1-02)

Measurement Ton - The unit of volumetric measurement of equipment associated with surface-delivered cargo. A measurement ton equals total cubic feet divided by 40 (1MTON = 40 cubic feet). Also called M/T, MT, MTON. (Joint Pub 1-02)

Military Objectives - A derived set of military actions to be taken to implement National Command Authorities guidance in support of national objectives. A military objective defines the results to be achieved by the military and assign tasks to commanders. (Joint Pub 1-02)

Military Options - A range of military force responses that can be projected to accomplish assigned tasks. Options include one or a combination of the following: civic action, humanitarian assistance, civil affairs, and other military activities to develop positive relationships with other countries; confidence building and other measures to reduce military tensions; military presence; activities to convey threats to adversaries as well as truth projections; military deceptions and psychological operations; quarantines, blockades, and harassment operations; raids; intervention operations; armed conflict involving air, land, maritime, and strategic warfare operations; support for law enforcement authorities to counter international criminal activities (terrorism, narcotics trafficking, slavery, and piracy); support

for law enforcement authorities to suppress domestic rebellion; and support for insurgency, counterinsurgency, and civil war in foreign countries. (Joint Pub 1-02)

Military Sealift Command - A major command of the U.S. Navy and the U.S. Transportation Command's component command responsible for designated common-user sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis. Also called MSC. (Joint Pub 1-02)

Mobilization - 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. See also industrial mobilization. 2. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Component as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes but is not limited to the following categories: a. Selective Mobilization — Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack. b. Partial Mobilization — Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. c. Full Mobilization — Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, as well as all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months. d. Total

Mobilization — Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. Also called MOB. (Joint Pub 1-02)

Mode of Transport - The various modes used for a movement. For each mode, there are several means of transport. They are: a. inland surface transportation (rail, road, and inland waterway); b. sea transport (coastal and ocean); c. air transportation; and d. pipelines. (Joint Pub 1-02)

Movement Schedule - A schedule developed to monitor or track a separate entity, whether it is a force requirement, cargo or personnel increment, or lift asset. The schedule reflects the assignment of specific lift resources (such as an aircraft or ship) that will be used to move the personnel and cargo included in a specific movement increment. Arrival and departure times at ports of embarkation, etc., are detailed to show a flow and workload at each location. Movement schedules are detailed enough to support plan implementation. (Joint Pub 1-02)

Movement Table - A table giving detailed instructions or data for a move. When necessary it will be qualified by the words road, rail, sea, air, etc., to signify the type of movement. Normally issued as an annex to a movement order or instruction. (Joint Pub 1-02)

N-Day - See times.

Nonair Transportable - That which is not transportable by air by virtue of dimension, weight, or special characteristics or restrictions. (Joint Pub 1-02)

Noncombatant Evacuation Operations - Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called NEO. (Joint Pub 1-02)

Nonstandard Unit - A force requirement identified in a time-phased force and deployment data for which movement characteristics have not been described in the type unit characteristics file. The planner is required to submit detailed movement characteristics for these units. (Joint Pub 1-02)

Non-Unit Record - A time-phased force and deployment data file entry for non-unit-related cargo and personnel. Characteristics include using and providing organization, type of movement, routing data, cargo category, weight, volume, area required, and number of personnel requiring transportation. (Joint Pub 1-02)

Non-Unit Related Cargo - All equipment and supplies requiring transportation to an operational area, other than those identified as the equipment or accompanying supplies of a specific unit (e.g., resupply, military support for allies, and support for nonmilitary programs, such as civil relief). Also called NURC. (Joint Pub 1-02)

Normal Operations - Generally and collectively, the broad functions that a combatant commander undertakes when assigned responsibility for a given geographic or functional area. Except as otherwise qualified in certain unified command plan paragraphs that relate to particular commands, “normal operations” of a combatant commander include: planning and execution of operations throughout the range of military operations; planning and conduct of cold war activities; planning and administration of military assistance; and maintaining the relationships and exercising the directive or coordinating authority prescribed in JP 0-2 and JP 4-01. (Joint Pub 1-02)

Operational Control - Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the SecDef. Operational control is the authority to perform those functions of

command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. (Joint Pub 1-02)

Operation Order - A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called OPORD. (Joint Pub 1-02)

Operation Plan - Any plan, except for the Single Integrated Operational Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN). The CONPLAN can be published with or without a time-phased force and deployment data (TPFDD) file. a. OPLAN — An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the combatant commander’s strategic concept and a movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPLANs will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD

files as described in the Joint Operation Planning and Execution System manuals containing planning policies, procedures, and formats. Also called OPLAN. (Joint Pub 1-02)

Operational Environment - A composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander. Some examples are as follows. a. Permissive Environment — Operational environment in which host country military and law enforcement agencies have control as well as the intent and capability to assist operations that a unit intends to conduct. b. Uncertain Environment — Operational environment in which host government forces, whether opposed to or receptive to operations that a unit intends to conduct, do not have totally effective control of the territory and population in the intended operational area. c. Hostile Environment — Operational environment in which hostile forces have control as well as the intent and capability to effectively oppose or react to the operations a unit intends to conduct. (Joint Pub 1-02)

Origin - Beginning point of a deployment where unit or non-unit-related cargo or personnel are located. (Joint Pub 1-02)

Other War Reserve Stock - The quantity of an item acquired and placed in stock against the other war reserve materiel requirement. (Joint Pub 1-02)

Outsized Cargo - Cargo that exceeds the dimensions of oversized cargo and requires the use of C-5 or C-17 aircraft or surface transportation. A single item that exceeds 1,000 inches long by 117 inches wide by 105 inches high in any one dimension. (Joint Pub 1-02)

Oversized Cargo - 1. Large items of specific equipment such as a barge, side loadable warping tug, causeway section, powered, or causeway section, non-powered. Requires transport by sea. 2. Air cargo exceeding the usable dimension of a 463L pallet loaded to the design height of 96 inches, but equal to or less than 1,000 inches in length, 117 inches in width, and 105 inches in height. This cargo is air transportable on C-5, C-

17, C-141, C-130, KC-10 and most civilian contract cargo carriers. (Joint Pub 1-02)

Personnel Increment Number - A seven-character, alphanumeric field that uniquely describes a non-unit-related personnel entry (line) in a Joint Operation Planning and Execution System time-phased force and deployment data. Also called PIN. (Joint Pub 1-02)

Plan Identification Number - 1. A command-unique four-digit number followed by a suffix indicating the Joint Strategic Capabilities Plan (JSCP) year for which the plan is written, e.g., "2220-95". 2. In the Joint Operation Planning and Execution System (JOPES) database, a five-digit number representing the command-unique four-digit identifier, followed by a one-character, alphabetic suffix indicating the operation plan option, or a one-digit number numeric value indicating the JSCP year for which the plan is written. Also called PID. (Joint Pub 1-02)

Planning Factor - A multiplier used in planning to estimate the amount and type of effort involved in a contemplated operation. Planning factors are often expressed as rates, ratios, or lengths of time. (Joint Pub 1-02)

Planning Order - 1. An order issued by the Chairman of the Joint Chiefs of Staff (CJCS) to initiate execution planning. The planning order will normally follow a commander's estimate and a planning order will normally take the place of the CJCS alert order. National Command Authorities approval of a selected course of action is not required before issuing a CJCS planning order. 2. A planning directive that provides essential planning guidance and directs the initiation of execution planning before the directing authority approves a military course of action. (Joint Pub 1-02)

Port of Debarkation - The geographic point at which cargo or personnel are discharged. This may be a seaport or aerial port of debarkation; for unit requirements; it may or may not coincide with the destination. Also called POD. (Joint Pub 1-02)

Port of Embarkation - The geographic point in a routing scheme from which cargo or personnel depart. This may be a seaport or aerial port from which personnel and equipment flow to a port of debarkation; for unit and non-unit requirements, it may or may not coincide with the origin. Also called POE. (Joint Pub 1-02)

Psychological Operations - Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called PSYOP. (Joint Pub 1-02)

Ready to-Load Date - The date when a unit will be ready to move from the origin, i.e., mobilization station. Also called RLD. (Joint Pub 1-02)

Record Information - All forms (e.g., narrative, graphic, data, computer memory) of information registered in either temporary or permanent form so that it can be retrieved, reproduced, or preserved. (Joint Pub 1-02)

Redeployment - The transfer of forces and materiel to support another joint force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/ or demobilization stations for reintegration and/or out-processing. (Joint Pub 1-02)

Required Delivery Date - The date that a force must arrive at the destination and complete unloading. Also called RDD. (Joint Pub 1-02)

Resupply - The act of replenishing stocks in order to maintain required levels of supply. (Joint Pub 1-02)

Shortfall - The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those apportioned to a combatant commander for planning that would adversely affect the command's ability to accomplish its mission. (Joint Pub 1-02)

Short Ton - 2,000 pounds. Also called S/T or STON. (Joint Pub 1-02)

Subordinate Command - A command consisting of the commander and all those individuals, units, detachments, organizations, or installations that have been placed under the command by the authority establishing the subordinate command. (Joint Pub 1-02)

Supported Commander - 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (Joint Pub 1-02)

Supporting Commander - 1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (Joint Pub 1-02)

Supporting Forces - Forces stationed in or to be deployed to an operational area to provide support for the execution of an operation order. Combatant command (command authority) of supporting forces is not passed to the supported commander. (Joint Pub 1-02)

Supporting Plan - An operation plan prepared by a supporting commander or a subordinate commander to satisfy the requests or requirements of the supported commander's plan. (Joint Pub 1-02)

Sustainment - The provision of personnel, logistic, and other support required to maintain and prolong

operations or combat until successful accomplishment or revision of the mission or of the national objective. (Joint Pub 1-02)

Throughput - The average quantity of cargo and passengers that can pass through a port on a daily basis from arrival at the port to loading onto a ship or plane, or from the discharge from a ship or plane to the exit (clearance) from the port complex. Throughput is usually expressed in measurement tons, short tons, or passengers. Reception and storage limitation may affect final throughput. (Joint Pub 1-02)

Time Phase Force and Deployment Data - The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following: a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called TPFDD. (Joint Pub 1-02)

Time Phase Force and Deployment Data Maintenance - The deliberate planning process that requires a supported commander to incorporate changes to time-phased force and deployment data (TPFDD) that occur after the TPFDD becomes effective for execution. TPFDD maintenance is conducted by the supported combatant commander in coordination with the supporting combatant commanders, service components, U.S. Transportation Command, and other agencies as required. At designated intervals, changes to data in the TPFDD, including force structure, standard reference files, and services' type unit characteristics files, are updated in Joint Operation Planning and Execution System (JOPES) to ensure currency of deployment data. TPFDD maintenance may also be used to update the TPFDD for Chairman of

the Joint Chiefs of Staff or Joint Strategic Capabilities Plan submission in lieu of refinement during the JOPES plan development phase. Also called TPFDD maintenance. (Joint Pub 1-02)

Time-Phased Force and Deployment Data Refinement - For both global and regional operation plan development, the process consists of several discrete phases time-phased force and deployment data (TPFDD) that may be conducted sequentially or concurrently, in whole or in part. These phases are concept, plan development, and review. The plan development phase consists of several sub-phases: forces, logistics, and transportation, with shortfall identification associated with each phase. The plan development phases are collectively referred to as TPFDD refinement. The normal TPFDD refinement process consists of sequentially refining force, logistic (non-unit-related personnel and sustainment), and transportation data to develop a TPFDD file that supports a feasible and adequate overlapping of several refinement phases. The decision is made by the supported commander, unless otherwise directed by the Chairman of the Joint Chiefs of Staff. For global planning, refinement conferences are conducted by the Joint Staff in conjunction with US Transportation Command. TPFDD refinement is conducted in coordination with supported and supporting commanders, services, the Joint Staff, and other supporting agencies. U.S. Transportation Command, will normally host refinement conferences at the request of the Joint Staff or the supported commander. Also called TPFDD refinement. (Joint Pub 1-02)

Time Phased Force and Deployment List - Appendix 1 to Annex A of the operation plan. It identifies types and/or actual units required to support the operation plan and indicates origin and ports of debarkation or ocean area. It may also be generated as a computer listing from the time-phased force and deployment data. Also called TPFDL.

Times - (C-, D-, M-days end at 2400 hours Universal Time (Zulu time) and are assumed to be 24 hours long for planning.) The Chairman of the Joint Chiefs of Staff normally coordinates the proposed date with the commanders of the appropriate unified and specified

commands, as well as any recommended changes to C-day. L-hour will be established per plan, crisis, or theater of operations and will apply to both air and surface movements. Normally, L-hour will be established to allow C-day to be a 24-hour day. a. C-day - The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. The letter "C" will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning. b. D-day - The unnamed day on which a particular operation commences or is to commence. c. F-hour - The effective time of announcement by the SecDef to the Military Departments of a decision to mobilize Reserve units. d. H-hour - The specific hour on D-day at which a particular operation commences. e. H-hour (amphibious operations) - For amphibious operations, the time the first assault elements are scheduled to touch down on the beach, or a landing zone, and in some cases the commencement of countermine breaching operations. f. L-hour - The specific hour on C-day at which a deployment operation commences or is to commence. g. L-hour (amphibious operations) - In amphibious operations, the time at which the first helicopter of the helicopter-borne assault wave touches down in the landing zone. h. M-day - The term used to designate the unnamed day on which full mobilization commences or is due to commence. i. N-day - The unnamed day an active duty unit is notified for deployment or redeployment. j. R-day - Redeployment day. The day on which redeployment of major combat, combat support, and combat service support forces begins in an operation. k. S-day - The day the President authorizes Selective Reserve call-up (not more than 200,000). l. T-day - The effective day coincident with Presidential declaration of national emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 call-up). m. W-day

- Declared by the National Command Authorities, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning). (Joint Pub 1-02)

Type Unit - A type of organizational or functional entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code. (Joint Pub 1-02)

Unified Command - A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments that is established and so designated by the President, through the SecDef with the advice and assistance of the Chairman of the Joint Chiefs of Staff. (Joint Pub 1-02)

Unit - 1. Any military element whose structure is prescribed by competent authority, such as a table of organization and equipment; specifically, part of an organization. 2. An organization title of a subdivision of a group in a task force. 3. A standard or basic quantity into which an item of supply is divided, issued, or used. In this meaning, also called unit of issue. 4. With regard to Reserve Components of the Armed Forces, denotes a Selected Reserve unit organized, equipped, and trained for mobilization to serve on active duty as a unit or to augment or be augmented by another unit. Headquarters and support functions without wartime missions are not considered units. (Joint Pub 1-02)

Unit Designation List - A list of actual units by unit identification code designated to fulfill requirements of a force list. (Joint Pub 1-02)

Unit Identification Code - A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. Also called UIC. (Joint Pub 1-02)

Unit Line Number - A seven-character alphanumeric code that describes a unique increment of a unit deployment, i.e., advance party, main body, equipment by sea and air, reception team, or trail party, in a Joint Operation Planning and Execution System time-phased

force and deployment data. Also called ULN. (Joint Pub 1-02)

Unit Type Code - A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a “type unit.” Also called UTC. (Joint Pub 1-02)

Warning Order - A preliminary notice of an order or action that is to follow. 2. (DOD only) A crisis action planning directive issued by the Chairman of the Joint Chiefs of Staff that initiates the development and evaluation of courses of action by a supported commander and requests that a commander’s estimate be submitted. 3. (DOD only) A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning (Joint Pub 1-02).

APPENDIX H

ACRONYMS

ABBREVIATION	LONG TITLE
A/DACG	arrival/departure airfield control group
AAA	arrival and assembly area
AAC	activity address code
AALPS	automated air load planning system
AAOG	assembly area operations group
AC	active component
ACE	aviation combat element
ACL	allowable cabin load
ADCON	administrative control
ADP	automatic data processing
AE	assault echelon
AEL	allowance equipment list
AFOE	assault follow-on echelon
AGS	aviation ground support
AGSE	aviation ground support equipment
AIMD	aircraft intermediate maintenance department
AIS	automated information systems
AIS	automated information system
AIT	automated identification technology
AL	allowance list
ALCC	airlift control center
ALCON	all concerned
ALD	available-to-load date at the POE
AMC	Air Mobility Command
AMHD	automated message handling service
AMOPS	army mobilization operations system
AOR	area of responsibility
APL	allowance parts list
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ARR	allowance requirements register
ASL	authorized stockage list
ASM	automated scheduling message
AT	annual training (formerly ATD)
ATI	air terminal identifier
ATF	amphibious task force
ATLASS	asset tracking logistics and supply system

AVCAL	aviation consolidated allowance list
BBP	break bulk point
BLT	battalion landing team
BOSG	base operations support group
BSSG	brigade service support group
BUMED	Bureau of Medicine and Surgery
C-day	day specified by JCS when deployment begins
C2	command and control
C3	command, control, and communications
C4I	command, control, communications, computers, and intelligence
C4I2	command, control, communications, computers, intelligence, and interoperability
CAM	crisis action module
CAP	crisis action planning
CARF	combat active replacement factor
CASEST	casualty estimator (Marine Corps application)
CAT	crisis action team
CATF	commander, amphibious task force
CBBLS	hundreds of barrels (POL)
CCA	combat cargo assistance
CCC	cargo category code
CCDR	combatant commander
CCIR	commander’s critical information requirements
CCO	combat cargo officer
CCSP	common contingency support package
CE	command element
CESP	civil engineering support plan
CFH	combat flying hours
CHOP	change of operational control
CI	counterintelligence
CIN	cargo increment number
CIS	common item support
CJCS	Chairman, Joint Chiefs of Staff
CLF	commander, landing force
CMC	Commandant of the Marine Corps
CMPF	commander, maritime prepositioning force
CMOS	cargo movement operations system
CNO	Chief of Naval Operations
CNSE	commander, naval support element
COA	course of action

COCOM	combatant command (command authority)
COG	center of gravity
COI	communications operating instructions
COMCAB	commander, Marine Corps air bases
COMINT	communications intelligence
COMMARCORSYSCOM	Commander, Marine Corps Systems Command
COMMARFOR	Commander, Marine Forces
COMNAVSURFLANT	Commander, Naval Surface Forces, Atlantic Fleet
COMPSRON	commander, MPS squadron
COMSEC	communications security
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	Continental United States
COSAL	consolidated shipboard allowance list
CPF	combat planning factor
CPG	contingency planning guidance
CRD	combatant commander’s required date
CS	combat support
CSA	container storage area
CSP	contingency support package
CSS	combat service support
CSSD	combat service support detachment
CSSE	combat service support element
CSSP	common contingency support package
DACG	departure airfield control group
DASC	direct air support center
DC	Deputy Commandant
DC, I&L	Deputy Commandant for Installations and Logistics
DC, M&RA	Deputy Commandant for Manpower and Reserve Affairs
DC, PP&O	Deputy Commandant for Plans, Policies and Operations
DCA	Defense Communications Agency
DCS	Defense Communications System
DEST	destination
DEPORD	deployment order
DESC	defense energy support center
DLA	Defense Logistics Agency
DNBI	disease/non-battle injury
DOA	day(s) of ammunition
DOD	department of defense
DODIC	department of defense identification code
DOS	day(s) of supply

DOT	deployment operations team
DOW	died of wounds
DUC	deploying unit commander
DPG	Defense Planning Guidance
DTF	dental treatment facility
EAD	earliest arrival date at POD
EAF	equipment allowance file/expeditionary airfield
EAP	emergency action plan
EDD	estimated delivery date
EPW	enemy prisoner of war
ESI	essential sustainment items
EW	electronic warfare
F-hour	time mobilization begins
F/AD	force activity designator
F/W	fixed wing
FAP	fleet assistance program
FAST	fleet antiterrorism security team
FDO	force deployment officer
FDO	flexible deterrent option
FDP&E	force deployment planning and execution
FIE	fly-in echelon
FISP	fly-in support package
FM	force module
FMCC	force movement control center
FMCR	Fleet Marine Corps Reserve
FMID	force module identification
FMF	Fleet Marine Force
FML	force module library
FOB	forward operating base
FOSP	follow-on support package
FRAG	fragmentary order
FRG	force requirements generator
FRN	force requirement number
FSSG	force service support group
FST	fleet surgical team
FUNCPLAN	functional plan
FWD	forward
GCCS	global command and control system
GCE	ground combat element
GEOCODE	geographic location code
GEOFILE	standard specified geographic location file
GEOLOC	synonymous with GEOCODE

GFC	gaining force commander
GFM	global force management
GME	garrison mobile equipment
GSA	general service administration
GTN	global transportation network
H-hour	time an operation commences
HN	host nation
HQMC	Headquarters, U.S. Marine Corps
HTC	home training center
I&L	installation and logistics
IA	individual augmentation
IAS	intelligence analysis system
ICCE	individual combat carrying equipment
ICODES	integrated computerized deployment system
ICP	inventory control point
IDF	item data file
ILOC	intermediate location
IMA	Individual Mobilization Augmentee
IMM	integrated materiel manager
IMRL	individual material readiness list
IPL	integrated priority list
IPR	intelligence preparation of the battlespace
IRBE	initial remain behind equipment
IRR	Individual Ready Reserve
ISB	intermediate staging base
ISSA	inter-service support agreement
ITV	in transit visibility
JCS	Joint Chiefs of Staff
JCSCCC	Joint Chief of Staff cargo category code
JET	JOPES editing tool
JFAST	joint flow and analysis system for transportation
JFRG II	joint forces requirements generator II
JLOTS	joint logistics over the shore
JOPES	joint operation planning and execution system
JOPESREP	joint operation planning and execution system reporting
JPD	joint planning document
JPEC	joint planning and execution community
JPO	joint petroleum office

JRSOI	joint reception, staging, onward movement and integration
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JSOC	Joint Special Operations Command
JSOTF	joint special operations task force
JSPS	joint strategic planning system
JSR	Joint Strategic Review
JTF	joint task force
JTTP	joint tactics techniques and procedures
LAD	latest arrival date at POD
LCAC	landing craft, air cushioned
LFORM	landing force operational reserve material
LHA	amphibious assault ship (general purpose)
LHD	amphibious assault ship (multipurpose)
LMCC	logistics and movement control center
LOC	line of communication
LOGAIS	logistics automated information system
LOI	letter of instruction
LPD	amphibious transport, dock (landing platform dock)
LPH	amphibious assault ship (landing platform - helicopter)
LSD	amphibious ship, dock (landing ship, dock)
M-day	the day full mobilization begins
M&RA	Manpower and Reserve Affairs
MACG	Marine air control group
MAG	Marine aircraft group
MAGTF	Marine air-ground task force
MAGTF II	Marine air ground task force II system
MALS	Marine aviation logistics squadron
MALSC	Marine aviation logistics support concept
MALSP	Marine aviation logistics support program
MARCORLOGCOM	Marine Corps logistics command
MARCORSYSCOM	Marine Corps systems command
MARFORPAC	Marine Forces Pacific
MARFORLANT	Marine Forces Atlantic
MATCS	Marine air traffic control squadron
MAW	Marine aircraft wing
MBBLS	thousands of barrels

MCAS	Marine Corps air station
MCB	Marine Corps base
MCC	monitored command code
MCCDC	Marine Corps Combat Development Command
MCLB	Marine Corps logistics base
MCCP	Marine Corps Capabilities Plan
MCMPS	Marine Corps mobilization processing system
MCPP	Marine Corps planning process
MCRD	Marine Corps recruit depot
MCSF	Marine Corps security forces
MDL	MAGTF data library
MDSS II	MAGTF deployment support system
MEB	Marine expeditionary brigade
MEF	Marine expeditionary force
MEU	Marine expeditionary unit
MFE	material feasibility estimator
MHE	material handling equipment
MIA	missing in action
MIC	mid-intensity conflict
MILSTAMP	military standard transportation and movement
MIPS	manpower integrated personnel system
MMAS	manpower mobilization assignment system
MMP	MAGTF Master Plan
MMS	manpower management system
MOA	memorandum of agreement
MOS	military operational specialty
MPF	maritime prepositioning force
MPS	maritime prepositioning ship
MPSRON	maritime prepositioning ship squadron
MRTM	manpower requirements tracking module
MSC	major subordinate command/Military Sealift Command
MTON/MT	measurement tons (40 cubic ft) check amount
MWSS	Marine wing support squadron
MCPP-N	Marine Corps pre-positioning - Norway
NAVAIR	Naval Air Systems Command
NAVCHAGRU	naval cargo handling port group
NAVICP	naval inventory control point
NAVRESFOR	Naval Reserve Forces
NCMP	Naval Capabilities and Mobilization Plan
NMCC	National Military Command Center
NMS	National Military Strategy

NNOR	non-nuclear ordnance requirements
NSC	National Security Council
NSE	navy support element
NSN	national stock number
NSS	national security strategy
OCONUS	outside the continental United States
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPREP	operational report
OPT	operational planning team
OSD	Office of the Secretary of Defense
OWRMS	other war reserve material stores
PAX	passengers
PCSP	peculiar contingency support package
PD	port designator
PEB	pre-expended bin
PHIB	amphibious
PHIBGRU	amphibious group
PHIBRON	amphibious squadron
PIN	personnel increment number
PLAD	plain language address
POCG	port operations control group
POD	port of debarkation
POE	port of embarkation
POG	port operations group
POL	petroleum, oil, lubricant
PPBE	planning, programming, and budgeting execution system
PROVORG	providing organization
PWRMS	prepositioned war material stocks
R/W	rotary wing
RBE	remain-behind-equipment
RC	Reserve Component
RDD	required delivery date at destination
RFC	request for capabilities
RFF	request for forces
RLD	ready-to-load date at origin
RLT	regimental landing team
ROLMS	retail ordnance logistics management system
RQT	rapid query tool
RTC	reserve training center
RUC	reporting unit code

SDDC	Surface Deployment and Distribution Command
SE	support equipment
SecDef	Secretary of Defense
SHORCAL	shore consolidated allowance list
SMCR	Selected Marine Corps Reserve
SMO	strategic mobility officer
SMU	SASSY management unit
SOC	special operations capable
SOP	standing operating procedure
SORTS	status of resources and training system
SP	service point
SPG	strategic planning guidance
SPMAGTF	special purpose Marine air ground task force
SPOE	seaport of embarkation
STON	short ton
SUC	supported unit code
TA	training allowance
TAA	tactical assembly area
TACLOG	tactical-logistics group
TAMCN	table of authorized material number
TAC	tactical address code
TACON	tactical control
TAUDL	transportation asset UDL
TAVB	aviation logistic support ship
TBA	table of basic allowance
TCC	transportation component command
TCN	transportation control number
T/E	table of equipment
TEA	transportation engineering agency
TFE	transportation feasibility estimator
TFSMC	total force structure Marine Corps
T/M/S	type/model/series
T/O	table of organization
TPFDD	time-phased force and deployment data
TPFDL	time-phased force and deployment list
TSS	trim stability and stress report
TUCHA	type unit characteristics
UCP	Unified Command Plan
UD	unit diary
UIC	unit identification code
ULN	unit line number
UNAFF	Unified Action Armed Forces (Joint Pub 0-2)

UMCC	unit movement control center
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
WHNS	wartime host nation support
WIA	wounded in action
WPS	world port system
WRMR	war reserve materiel requirement